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PROGRAMME AND BUDGETS, 1998-1999*

Prepared on the basis of Industrial Development Board decision IDB.18/Dec.5

Submitted by the Director-General

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Abbreviations

AAI	Alliance for Africa's Industrialization
ACABQ	Advisory Committee on Administrative and Budgetary Questions
ACC	Administrative Committee on Coordination
AE	Associate Expert
ASEAN	Association of South-East Asian Nations
BOT	build-operate-transfer
CAD/CAM	computer-aided design/computer-aided manufacturing
CAMI	Conference of African Ministers of Industry
CASE	International Centre for Application of Solar Energy
CCAQ(PER)	Consultive Committee on Administrative Questions Personnel and General Administrative Questions
CCSQ	Consultative Committee on Substantive Questions
CFC	chlorofluorocarbon
CFC	Common Fund for Commodities
COMFAR	UNIDO Computer Model for Feasibility Analysis and Reporting
CVI	Children's Vaccine Initiative
DIPP	Databank for Investment Promotion Programmes
EC	Executive Committee of the Multilateral Fund for the Implementation of the Montreal Protocol
ECDC/TCDC	economic and technical cooperation among developing countries
EDF	European Development Fund
EDP	electronic data processing
EGM	expert group meeting
EPI	Expanded Programme on Immunization
EPMS	Environment Pollution Monitoring Network
EMAS	Eco-Management and Audit Scheme
EMS	environmental management system
ESID	environmentally sustainable industrial development
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GHG	greenhouse gas
HABITAT II	Second United Nations Conference on Human Settlements
IA	implementing agency
IACSD	Inter-Agency Committee on Sustainable Development
IAEA	International Atomic Energy Agency
IAF	International Accreditation Forum
ICAMT	International Centre for Advancement in Manufacturing Technology
ICGEB	International Centre for Genetic Engineering and Biotechnology

Abbreviations *(continued)*

ICHET	International Centre for Hydrogen Energy Technology
ICMET	International Centre for Materials Evaluation Technology
ICS	International Centre for Science and High Technology
ICSC	International Civil Service Commission
IDDA	Industrial Development Decade for Africa
IDF	Industrial Development Fund
ILO	International Labour Organization
IMACC	International Materials Assessment and Application Centre
INDIS	Industrial Information System
INTIB	Industrial and Technological Information Bank
IOMC	Inter-Organization Programme for the Sound Management of Chemicals
IPS	Investment Promotion Service
IPSO	Investment Promotion Service office
ISCC	Information Systems Coordination Committee
ISO	International Organization for Standardization
IUPAC	International Union of Pure and Applied Chemistry
IVI	International Vaccine Institute
JIU	Joint Inspection Unit
JPO	Junior Professional Officer
JUNIC	Joint United Nations Information Committee
LDC	least developed country
LME	Industrial Pollution Control for the Biodiversity Conservation of Large Marine Ecosystems
MIGA	Multilateral Investment Guarantee Agency
MFS	Multilateral Fund Secretariat
MP	Multilateral Fund for the Implementation of the Montreal Protocol
NCPC	National Cleaner Production Centre
NGO	non-governmental organization
NIS	Newly Independent States of the former Soviet Union
NPO	National Programme Officer
OAU	Organization of African Unity
OB	operational budget
ODS	ozone-depleting substance
OECD	Organisation for Economic Cooperation and Development
OOPP	objectives-oriented project planning
OSH	Occupational Safety and Health
PHARE	Assistance for economic restructuring in the countries of Central and Eastern Europe
PPRC	Programme and Project Review Committee
QSM	quality, standardization and metrology

Abbreviations *(continued)*

RB	regular budget
R and D	research and development
RPTC	Regular Programme of Technical Cooperation
SMI	small and medium industry
SPPD	support for policy and programme development
STS	support for technical services
TACIS	Technical Assistance for the Commonwealth of Independent States
TQM	total quality management
UCD	UNIDO Country Director
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNITAR	United Nations Institute for Training and Research
UNJSPF	United Nations Joint Staff Pension Fund
UNOV	United Nations Office at Vienna
VIC	Vienna International Centre
WHO	World Health Organization
WTO	World Trade Organization

INTRODUCTION

1. At its sixteenth session, the Industrial Development Board in its decision IDB.16/Dec.12 requested the Director-General to prepare his programme and budget proposals for the biennium 1998-1999 with a ceiling lower than zero real growth, without constituting a precedent, while not affecting substantive programmes and activities. Subsequently, the Board, at its seventeenth session, adopted decision IDB.17/Dec.2, the annex to which proposed indicative levels of 20 per cent and 10 per cent reduction of the budget for the preparation of the 1998-1999 regular budget proposals. Furthermore, in response to the discussions at the seventeenth session and with the concurrence of the Board, the President of the Board requested the Secretariat to present a third budgetary proposal based on an indicative reduction of 30 per cent, with the understanding that it would be considered on an equal basis with the other two submissions (IDB.17/SR.8, paragraph 10).

2. The Programme and Budget Committee, at its thirteenth session, reviewed the three budget proposals submitted by the Director-General and requested the Director-General to prepare a programme and budget proposal for the biennium 1998-1999, based on the views expressed by the Member States during the informal consultations. These views are reflected in the report of the Chairman, Mr. Y.M. Tiwari of India, as annexed to PBC conclusion 97/4. The Committee also established an ad hoc open-ended working group under the chairmanship of Mr. J.A.F.M. Förster of the Netherlands, for the purpose of examining issues related to field representation, including further opportunities for administrative savings and the extent to which those resources could be redeployed to the field.

3. At the resumed thirteenth session of the Programme and Budget Committee in November 1997 the Director-General submitted revised proposals for the programme and budgets, 1998-1999 based on:

(a) The Business Plan on the Future Role and Functions of UNIDO (IDB.17/Dec.2);

(b) The views expressed by the Member States during the informal consultations held at the thirteenth session of the PBC (PBC conclusion 97/4, Annex);

(c) The suggestions formulated in the ad hoc open-ended working group on issues related to field representation (PBC.13/CRP.5).

4. The Programme and Budget Committee considered these revised proposals and, in its conclusion 97/10, recommended their adoption by the Board for submission to the General Conference with the introduction of further reductions and adjustments which are indicated in the conclusion. Thus, in addition to (a), (b) and (c) above, the present document also reflects the reductions and adjustments included in PBC conclusion 97/11.

5. The recommendations of the Committee were subsequently adopted by the Board at its resumed eighteenth session of November 1997 (IDB.18/Dec.5).

6. The document also responds to specific concerns raised during the resumed thirteenth session of the Committee that reference be made to the Industrial Development Decade for Africa dimension in the work of the Arab Countries Bureau under Major Programme E and that more information be provided on the major object of expenditure "Other expenditures" as now presented in annex E.

7. The programme budgets contained in this document are characterized by a significant departure from previously applied approaches, particularly due to a combination of the following elements:

(a) The conceptualization and application of a new genuinely programmatic budget approach and format;

(b) The definition, in the Business Plan, of new programmatic priorities, and the concomitant discontinuation of a number of activities;

(c) The drastic streamlining of the organizational structure of UNIDO;

(d) The radical shift in the balance of operations and resources between Headquarters and the field aiming at further decentralization and delegation of authority to the field in the framework of UNIDO reform; and

(e) The restructuring of field operations themselves with a gradual move towards establishing subregional UNIDO offices.

I. Format and presentation

8. The present programme and budget document introduces significant changes and improvements in the format and presentation compared to previous programme budget documents. The programme budget format, which had been applied in the preparation of budgets since its approval by the Industrial Development Board in 1990, was considered to no longer meet the needs of a reformed UNIDO.

9. A new format for the programme and budget was developed in response to Board decision IDB.15/Dec.3(a) which, *inter alia*, took note of the intention of the Director-General to review the format of the programme and budget documents to increase their transparency and enhance the understanding of their programmatic implications.

10. The Business Plan, adopted by the Board in decision IDB.17/Dec.2, provided guidance to the Secretariat in determining an appropriate presentation of UNIDO's programmes and activities.

11. The revised format presents the objectives, programmes of work, outputs and resource allocations grouped by Subprogrammes and Programmes under major programme headings. The programmatic groupings permit a coherent presentation of the future activities of the Organization outlined in the Business Plan and adopted by Member States. This reflects a major change in presentation compared to prior budgets in which programmes largely equated with organizational units. Activities previously grouped under Common Programmes, such [illegible] Regular Programme of Technical Cooperation and Industrial Development Decade for Africa supplementary activities are now shown with the programmes to which they relate.

12. A clear presentation of resource allocations is made at each programmatic level which, in future, will permit comparisons between bienniums. In this respect, it is important to note that the introduction of the new programmatic presentation for 1998-1999 does not readily permit comparisons with 1996-1997, where resource allocations were made on the basis of an entirely different structure. Nevertheless, comparisons are provided by major object of expenditure and for budget levels as a whole. A feature of the new format is the presentation of technical cooperation estimates funded from extrabudgetary voluntary contributions at the relevant Programme level. The technical cooperation estimates, together with the regular budget and operational budget resource allocations, indicate the total estimated resources to be implemented under specific Programmes proposed for the biennium. An analysis of resource requirements is shown at Subprogramme level.

II. Programme framework

13. The new programmatic concept of the programme budget proposals for 1998-1999 involves, as mentioned above, a significant departure from past practice when, with few exceptions, the Major Programmes, Programmes and Subprogrammes were identical with corresponding organizational units. Thus, the past emphasis was on the activities of individual units located in different parts of the Organization, with insufficient attention given to their interaction and complementarities. The newly adopted format is based on programmatic and integrated sets of activities. It presents, both in substantive areas and in support areas, those activities and outputs which enable UNIDO to achieve specific objectives, and quantifies the resources required for this

purpose in each case. These resources, in many cases, involve different organizational units making distinct contributions to common programmatic objectives. Thus, complementarities and synergies are clearly emphasized. The new programmatic budget format and contents are explained below in greater detail.

14. The two main substantive Programmes are derived directly from the Business Plan: Major Programme C (Strengthening of Industrial Capacities) and Major Programme D (Cleaner and Sustainable Industrial Development). Both Major Programmes are composed of a limited number of Programmes and Subprogrammes reflecting the more specific areas of expertise and related activities of UNIDO as contained in the Business Plan.

15. Major Programme C (Strengthening of Industrial Capacities) provides the framework for clustering the following five Programmes:

(a) Programme C.1 (Industrial Investment, Technology and Information) groups together the expertise of UNIDO to support enhanced flows of industrial investment and technology to developing countries and countries with economies in transition, to strengthen required policy and institutional capacities, to promote technological capabilities as a precondition for effective absorption of foreign investment inflows, and to facilitate access to information sources on industrial technologies and investment opportunities;

(b) Programme C.2 (Industrial Policies and Strategies) carries out the global forum function of UNIDO through support to the formulation and implementation of industrial policies and strategies. In its first Subprogramme C.2.1 (Industrial Analysis and Policy Advice), the Programme integrates the research capacity of UNIDO with policy advisory and technical cooperation services thus ensuring that, as mandated by the Business Plan, research and industrial studies are clearly target-oriented. Likewise, Subprogramme C.2.2 (Industrial Statistics), while exercising a general normative global forum function, reflects the strong links between reliable industrial statistics on the one hand and effective industrial policy formulation on the other hand;

(c) Programme C.3 (Institutional Capacity-building) carries out the global forum function of UNIDO through support to the creation of a conducive environment for the development of competitive private sector-driven industry based on small and medium industries and enhanced capacities in the field of quality, standardization and metrology. The second Subprogramme C.3.2 (Quality, Standardization and Metrology), reflects the emphasis given to this area in the Business Plan and the increased demand for related services from UNIDO in view of their importance for international competitiveness;

(d) Programme C.4 (Integrated Agro-industry Development) addresses one of the main thrusts of the Business Plan, i.e. the prioritization of agro-industries and their integration into national industrial structures. It combines the coverage of agro-industries proper with support to a range of agro-support industries, such as agricultural machinery, agro-chemicals, biotechnological inputs for agriculture, and packaging technologies. It thus captures, for the first time, the comprehensive contribution of UNIDO to integrated agro-industry development with a critically important impact on employment creation and poverty alleviation. The focus of this Programme is on African and least developed countries;

(e) Programme C.5 (Other Sectoral Capacity-building) is a further response to the call in the Business Plan for UNIDO to support institutional capacity-building at the country and sectoral level. The Programme, with a relatively small resource allocation, carries out selected activities to strengthen process improvement capacities in chemical and engineering industries.

16. Major Programme D (Cleaner and Sustainable Industrial Development) provides the overarching framework for all activities of UNIDO aimed at promoting environmentally sustainable industrial development, and, in specifying the activities mandated in the second substantive cluster of the Business Plan, comprises three Programmes:

(a) Programme D.1 (Cleaner Production) combines those Subprogrammes aimed at building sector-wide capacities in developing countries and countries with economies in transition to reduce the pollution intensity of industry through ESID strategies and policy incentives favouring the use of environmentally sound technologies, supporting the adoption of appropriate environmental management standards, and providing institutional support to small and medium industries, primarily through National Cleaner Production Centres, in implementing cleaner production techniques and technologies;

(b) Programme D.2 (Applied Environmental Technologies) focuses on the application of specific environmental technologies related to industrial water management, industrial and hazardous waste management, natural resource management (including the high-impact programme on mitigating the effects of global mercury pollution), environmental monitoring and control technologies, and the increasingly important issue of chemical safety;

(c) Programme D.3 (International Environmental Agreements) reflects the mandate given to UNIDO by the Business Plan to support the implementation of international protocols, agreements and conventions in the field of environment. The Programme shows for the first time, in an integrated manner, the thrust of UNIDO's activities in exercising this function and specifies planned activities under the Montreal Protocol on Substances that Deplete the Ozone Layer, the United Nations Framework Convention on Climate Change, and the Global Environment Facility.

17. Regarding the issue of human resources development, the Business Plan calls for a discontinuation of such activities not integrated in a specific project or programme. In accordance with this guideline, the present programme budget proposal does not envisage a self-contained Programme for human resources development. Rather, it is assumed that relevant training and skill upgrading activities will be carried out—*inter alia* through mechanisms such as group training programmes, study tours, fellowships and on-the-job training—as integrated dimensions of the various substantive Programmes and Subprogrammes of UNIDO. Within this overall approach of mainstreaming human resources development issues and in the light of the importance of human resource development for promoting sustainable indigenous industrialization, specific activities to be undertaken are clearly indicated in various Programmes and Subprogrammes. In particular, this applies to Investment Promotion and Technology Transfer (C.1.1); Technological Capacity-building (C.1.2); Industrial Information and Networking (C.1.3); Industrial Analysis and Policy Advice (C.2.1); Small and Medium Industry and Private Sector Development (C.3.1), Quality, Standardization and Metrology (C.3.2); Environmental Management Standards (D.1.2); National Cleaner Production Centres (D.1.3); and Industrial Water Management (D.2.1).

18. In addition to the two substantive Major Programmes described above, the new programmatic structure comprises the following five Major Programmes:

(a) Major Programme A (Policy-making Organs): This Major Programme includes the meetings of the policy-making organs of UNIDO and the Secretariat's support functions in preparing and supporting those meetings as well as related protocol activities;

(b) Major Programme B (General Management): This Major Programme comprises the key programmes providing strategic guidance and control to the Organization so as to ensure efficient operational and financial management. It advises the Director-General on legal and internal audit matters, maintains coordination with Governments and within the United Nations system, and exercises the public relations and information function of UNIDO;

(c) Major Programme E (Regional Programme Management): This Major Programme groups the activities of UNIDO in support of programming, developing and coordinating UNIDO services within the various developing regions. Within each region, it distinguishes between those activities carried out in a decentralized manner in the subregional and country offices of UNIDO on the one hand, and Headquarters activities on the other hand. The Major Programme directly impacts on the substantive activities of UNIDO (as defined under Major Programmes C and D) and ensures their effective and integrated implementation at the regional and country levels;

(d) Major Programme F (Technical Cooperation Management): This Major Programme, in an innovative approach, clusters all activities related to an effective and cost-efficient project cycle management of the technical cooperation activities of UNIDO, including quality assurance, funds mobilization (supplementing country and regional level funds mobilization by UNIDO field offices), programme and project approval, monitoring, evaluation, and operational support such as project personnel, purchase and contracts, and financial management of projects. It thus exercises a critical support function for the substantive activities of UNIDO;

(e) Major Programme G (Administration): This Major Programme provides for financial, personnel and general services, including management information and buildings management to ensure responsible and cost-efficient administration for all programmes of the Organization.

19. It is reiterated that the new programmatic structure deviates from the organizational structure of UNIDO in a number of important instances. The following examples illustrate this point:

(a) The Programmes on Integrated Agro-industry Development (C.4) and Other Sectoral Capacity-building (C.5), which focus on the strengthening of industrial capacities and are not primarily addressing environmental issues, are grouped under Major Programme C, while in the organizational structure the sector-specific expertise of UNIDO would be located in the substantive Division for Sectoral Support and Environmental Sustainability. It would clearly not be advisable to split up the sector-specific expertise into different organizational units as this would imply the loss of significant synergies. In other words, the programmatic structure is based on programme contributions to achieving overall objectives, while the organizational structure follows the principle of combining homogeneous types of expertise;

(b) Similarly, the programmatic structure includes a Subprogramme on the Montreal Protocol (D.3.1), while the contributions in implementing this Subprogramme would come from different sector-specific organizational units of UNIDO;

(c) The Major Programme on Technical Cooperation Management (F) groups all activities concerned with developing, screening, approving, implementing and evaluating technical cooperation programmes and projects, while the organizational units concerned would be found in different parts of UNIDO, both in General Management and in Administration.

Decentralization to the field

20. The UNIDO Business Plan sets out a coherent framework for UNIDO's field presence for the future. It calls for an effective decentralization of activities for a strengthened field presence through redeployment of resources and Professional staff with required expertise from Headquarters to the field, appropriate delegation of authority and formulation of key functions and responsibilities of field offices.

21. The proposed structure and functions of the field offices for the biennium 1998-1999 are thus based on the guidelines established in the Business Plan and also comply with the relevant Industrial Development Board documents and decisions (IDB.16/19, IDB.17/9 and decision IDB.16/Dec.15).

22. The revitalization and reorientation of the UNIDO field presence is a key element of the UNIDO reform process. It will take into consideration the overall United Nations reform launched by the Secretary-General (document A/51/950; Renewing the United Nations: A Programme for Reform), which includes the introduction of a system-wide field representation, and new programme development mechanisms under the United Nations Development Assistance Framework (UNDAF). In these proposals, the Secretary-General emphasizes the need to ensure a unified field representation of United Nations organizations with a view to achieving goal-oriented

collaboration, programmatic coherence and mutual reinforcement. In this context, UNIDO will carefully follow evolving developments and will have to ensure the required degree of flexibility in its own field representation to be able to respond adequately and effectively.

23. In pursuing decentralization, the goal is to make the Organization more demand-oriented and bring its services closer to its clients. This will also ensure that the technical cooperation services are delivered on a timely basis while achieving greater impact in recipient countries and being responsive to the rapidly changing economic and social conditions and emerging pattern of development assistance at the regional and country level.

24. The effective strengthening of UNIDO's field presence will not only include the redeployment of qualified staff from Headquarters in order to boost technical capacities at the field level, but will also substantially change the interaction between the field and Headquarters. While Headquarters will keep sufficient "critical mass" in technical areas, the temporary assignment of selected Headquarters technical staff to field offices or, where justified, their permanent redeployment (e.g in the area of investment promotion) will be effected. Also, the deployment in such offices of experts working in the framework of UNIDO technical co-operation programmes will be actively considered. The concept of "service packages" and the need to respond to the specific needs of the beneficiary countries will guide the delivery of services at the field level.

25. The Headquarters component of regional programme management will concentrate on supervision, coordination, evaluation, policy guidelines and overall programme development. It will also retain full authority for those regions or countries where there is no adequate field representation. Decentralization will include delegation of financial and administrative authority to the field offices, which will henceforth be responsible for programme development and implementation of certain projects within geographical coverage of a field office, as the capacity of the field offices is enhanced.

26. Decentralization will be implemented in the most cost-effective manner so as to lead to further savings through *inter alia* increased use of local expertise, increased cooperation with activities of IPS Offices, investment promotion initiatives and UNIDO international centres as well as increased sharing of facilities within other United Nations field offices. While the need for increased cost-sharing—through contributions and donations by host and beneficiary countries—is recognized, exceptions will be made for countries with limited possibilities of contributing to local costs, in particular LDCs.

27. Thus the decentralization and strengthening of UNIDO's field presence will be based on four principles:

(a) Functional decentralization of general activities for country level programming;

(b) Empowerment of field staff through delegation of financial and administrative authority;

(c) Continuous reorientation of technical services to a new country-based approach to programme development, management and fund mobilization;

(d) Flexible and cost-effective adaptation of field offices to suit the unique needs of different countries and regions.

28. The Regional Programme Management will thus consist of four integrated components:

(a) UNIDO country offices;

(b) UNIDO subregional offices;

(c) UNIDO national focal points (in countries where the establishment of a UNIDO country office could not be realized at present);

(d) UNIDO Regional Bureaux at Headquarters.

29. With a clear division of labour between these components, a cost-effective redistribution of responsibilities and functions will be achieved with the various components complementing each other as follows:

(a) Country offices: Will be responsible for programme and project development and monitoring in the countries covered and for delivery of selected technical services to clients including policy advice, country level funds mobilization and selective implementation of projects, as well as marketing of UNIDO services;

(b) Subregional offices: Will carry out the same functions as the country office in the country where it is located and will in addition be the technical arm of UNIDO in the subregion and deliver direct technical support and advice in fields of priority shared by countries of the subregion. They will also support economic and industrial integration in the subregion as well as act as a nodal point in the subregion for the UNIDO communication network;

(c) National focal points: Will operate as a channel of communication between Headquarters, government and UNIDO clients as well as the United Nations country team in countries where the establishment of a UNIDO office would not be realistic. They will also support UNIDO operations in the country and contribute to needs assessment, programming and funds mobilization. A special allocation has been made in the proposed budget for UNIDO support to the establishment of such national focal point offices;

(d) Regional Bureaux at Headquarters: Will carry out functions of the country offices for countries where there is no field office and will provide strategic guidance to field offices on priorities and policies and on cooperation with the United Nations system. They will also develop and manage overall regional programmes and projects (e.g. IDDA, Alliance for Africa's Industrialization, ECDC), mobilize funding for subregional, regional and interregional programmes and promote strategic alliances including with development finance institutions. Furthermore, they will act as a one-stop shop for communication with Permanent Missions in Vienna and, when necessary, in Geneva, Bonn and New York.

30. In accordance with the call in the Business Plan for a stronger decentralization to the field, the present budget proposal thus includes a significant redeployment of posts and resources from Headquarters to the field. Approximately 35 per cent of the cost of maintaining UNIDO's field presence in 1996-1997—equal to approximately 4 per cent of the UNIDO regular budget for this biennium—was funded from sectoral support funds by UNDP. The provision of this source of funding will discontinue at the end of 1997. The overall resources available for UNIDO's field representation have thus been substantially reduced. With a view to ensuring an effective field representation, the present budget proposal includes the redeployment of 18 Professional posts to field offices and maintaining only small regional bureaux at Headquarters. In addition, resources have been redeployed from Administration to financially strengthen the field offices, and provision has been made for host and beneficiary country contributions to the operating costs and General Service staffing of field offices. These enhanced resource allocations to the field would permit the funding and operation of 5 subregional offices and 25 country offices, and provide financial support for up to 10 national focal points. Furthermore, the budget includes National Programme Officer posts in all offices to enhance national capacity-building. Such posts could be funded by extrabudgetary contributions from host, beneficiary or donor countries.

Synopsis of overall budgetary resource allocations

31. While resource allocations to the various budgetary programmes are explained in greater detail throughout the document, table 1 summarizes the resource allocations to the two substantive clusters of activities identified in the Business Plan, and to the area of policy direction and administration. The table shows that the overall resources allocated to Strengthening of Industrial Capacities account for almost half (49.4 per cent) of the total regular and operational budget resources of UNIDO in the 1998-1999 biennium. Almost one fifth (19.8 per cent) of regular and operational budget resources is absorbed by Cleaner and Sustainable Industrial Development, which puts the share of both substantive clusters at almost 70 per cent of total

resources. Less than one third (30.8 per cent) is accounted for by Policy Direction and Administration, which is comprised of Policy-making Organs (4.3 per cent), General Management (6.8 per cent), Buildings Management (4.7 per cent) and Administration, with the latter accounting for 15 per cent of total regular and operational budget resources.

Table 1: Programme and budgets, 1998-1999

RB/OB resource allocations by major area of activity

(In thousands of US dollars at US$ 1 = AS 12.90 at 1996-1997 rates)

	$	%
Strengthening of Industrial Capacities		
Programmes	50,329.0	33.3
Regional Programme Management	18,280.6	12.0
Technical Cooperation Management	6,283.9	4.1
Subtotal	74,893.5	49.4
Cleaner and Sustainable Industrial Development		
Programmes	18,421.9	12.1
Regional Programme Management	6,691.2	4.4
Technical Cooperation Management	5,032.1	3.3
Subtotal	30,145.2	19.8
Policy Direction and Administration		
Policy-making Organs	6,463.4	4.3
General Management	10,321.9	6.8
Administration (including Miscellaneous Income)	22,780.9	15.0
VIC Buildings Management	7,127.9	4.7
Subtotal	46,694.1	30.8
Total	**151,732.8**	**100.0**

Performance indicators

32. The Board, in its decision IDB.17/Dec.2, called for the development of a set of criteria and indicators that would allow the future assessment of the implications and the monitoring of the implementation of the UNIDO reform process, including the performance of the Organization, in particular through the programme and budget.

33. In table 2 below, the Secretariat is proposing a first set of basic quantifiable performance indicators which are directly linked to the programme and budget. Further indicators, possibly including also indicators of a more qualitative nature, could be developed in consultation with Member States. The indicators presented in table 2 would become a regular feature of future programme and budget documents thus allowing a monitoring and assessment of their development over time.

Table 2: Basic performance indicators, 1998-1999

Indicators	Programme and budgets 1998-1999
Share of Administration in total RB/OB	
• Excluding Buildings Management	15.0%
• Including Buildings Management	19.7%
Share of Policy Direction and Administration (incl. Buildings Management) in total RB/OB resources	30.8%
Expected volume of technical cooperation (in US$ million)	227.8
Ratio of General Service posts to professional posts	1.1:1
Share of field representation resources in total RB/OB resources (excluding RPTC/IDDA)	11.8%*

* *Note*: This share reflects a significant degree of decentralization compared to the 1996-1997 biennium. In that biennium, around 60 per cent of regional programme management resources were allocated to Headquarters and some 40 per cent to the field. In the 1998-1999 proposal, the share of field office resources is 70 per cent and that of regional bureaux (Headquarters) resources is 30 per cent.

III. Budget framework

34. This section describes the adjustments and reductions achieved in the regular budget, the methodologies used in preparing the estimates, the development of the budgetary estimates, recosting (inflation), income and other features of the 1998-1999 regular and operational budgets.

Budget adjustments and reductions achieved - regular budget

35. The 1998-1999 regular budget reflects substantial reductions when compared to the approved level of 1996-1997 biennium.

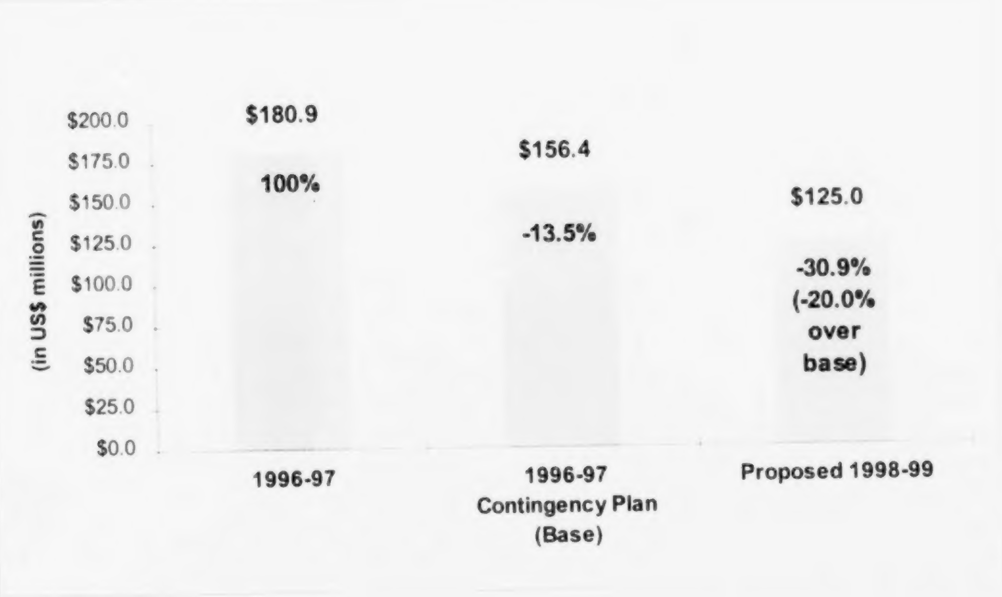
36. The following table summarizes the overall reductions in the regular budget:

Regular budget reductions

(In thousands of US dollars at US$ 1 = AS 12.90 at 1996-1997 rates)

		Resources	Percentage reduction	
			over 1996-1997 approved budget	over base
A.	Approved budget (net) for 1996-1997	180,899.5		
B.	Reductions achieved in the Contingency Plan and during 1996-1997	(24,538.8)		
C.	Base for 1998-1999 budget	156,360.7		
D.	Reductions achieved in the budget proposals for 1998-1999	(31,354.7)		
E.	Proposed level of budget (net) for 1998-1999 a/	125,006.0	(30.9)	(20.0)

a/ Before recosting to 1998-1999 rates



37. The regular budget reductions achieved in the 1998-1999 budget proposals result from:

(a) The discontinuation of certain activities;

(b) Streamlining of the organizational structure by reducing the number of divisions;

(c) Introduction of efficiency-enhancing, streamlining and cost-cutting measures, particularly in Administration and other support programmes;

(d) Additional resource reductions and adjustments in terms of posts and non-staff costs in line with the views expressed by Member States at the thirteenth session of the Programme and Budget Committee and by the ad hoc working group on issues related to field representation.

(a) **Discontinued activities**

38. The Business Plan identified a number of activities to be discontinued. In some of these cases, the Business Plan establishes general criteria for the reorientation of activities without quantifiable budget reduction impact. In other cases, in particular related to human resource development, a more focused sectoral coverage and activities related to privatization, the budgetary impact has been significant.

39. The corresponding regular budget reductions related to discontinued activities, which included 18 Professional and 7 General Service posts, and non-staff items such as travel and consultants, amount to approximately $5.1 million.

(b) **Streamlining of organizational structure**

40. The Business Plan proposal for a "three divisional structure" will result in the elimination of three posts at the Managing Director level, together with support staff and other costs. This represented savings in the budget of $4.4 million.

41. The streamlining of the organizational structure will place a greater demand on the remaining staff of the Organization. The delegation of responsibility to lower level staff, as proposed in the Business Plan and in line with modern management principles, will continue to be emphasized during the biennium.

(c) **Efficiency-enhancing, streamlining and cost-cutting measures**

42. The budget proposals include significant savings from both the streamlining of organizational structures below the divisional level and efficiency-enhancing measures already in place or to be introduced before the beginning of the 1998-1999 biennium and include significant budget reductions in the areas of Administration and General Management.

43. Specifically, in streamlining the organizational structures, several units would be merged with a view to achieving greater synergies. This applies, for instance, to:

(a) The present Industrial Policies and Private Sector Development Branch and the present Studies and Research Branch, which would be merged into an Industrial Policies and Research Branch;

(b) The units for Programme and Project Review Committee Secretariat, Programme Monitoring and Coordination of Funds Mobilization would be consolidated in a single Programme and Funds Management Section;

(c) In the area of Administration, the operational support functions of Project Personnel, and Purchase and Contracts would be subsumed under Personnel and General Services, respectively;

(d) In addition, the Human Resource Development Branch has been dismantled as an organizational unit.

44. Furthermore, the present coordination units for the integration of women and least developed countries have been reduced to focal points comprising one Professional and one General Service post respectively.

45. Further reductions have been achieved in the budget proposals in staff and non-staff expenditures through a combination of revised procedures, changes in administrative processes, utilization of cheaper air fares, reduced entitlement for standards of travel, reduced numbers of meeting days, fewer and more concise documents, and imposed reductions in general operating costs, including supplies, furniture and equipment, and repairs and maintenance.

46. The practice in UNIDO of having administrative processes outsourced or subsumed under joint or common services with other agencies in the VIC will be expanded. Currently, the following services are provided by outside suppliers or organizations: some building maintenance services, such as cleaning and maintenance of elevators; computer mainframe operations; communications; library and medical services; languages and documentation; interpretation and meetings planning; printing; travel; and some staff training programmes. Further measures involving either streamlining of procedures or outsourcing are to be considered for introduction in 1998. These include computer services, travel administration and Buildings Management Services.

47. The transfer of responsibility by 1 January 1999 for the provision of Buildings Management Services to another agency within the VIC is a proposal of significant importance. As UNIDO was given responsibility for this service under the tripartite agreement with the IAEA and the United Nations, the relinquishment of responsibility represents a major change in the arrangements for joint and common services in Vienna.

48. The transfer of responsibility for Buildings Management Services would relieve UNIDO of a complex administrative burden and result in reductions in staff resources in administrative areas. However, it is not expected to result in reduced net expenditures for UNIDO in this area, as UNIDO would be charged by other VIC-based organizations for this common service. It would also permit UNIDO to concentrate on its core functions. In this context, it must be emphasized that if a transfer is not affected by 1 January 1999, UNIDO would have to continue to manage the service, which would require a reallocation of budgetary resources and the maintenance of the administrative posts supporting the Buildings Management Services.

49. Another important proposal foresees a reduction of the Programme and Budget Committee and Industrial Development Board meeting days during the biennium resulting in significant savings in conference servicing costs.

50. The total staff and non-staff reductions in the regular budget from efficiency-enhancing measures, cost-cutting and further streamlining of organizational structures amount to $8.9 million.

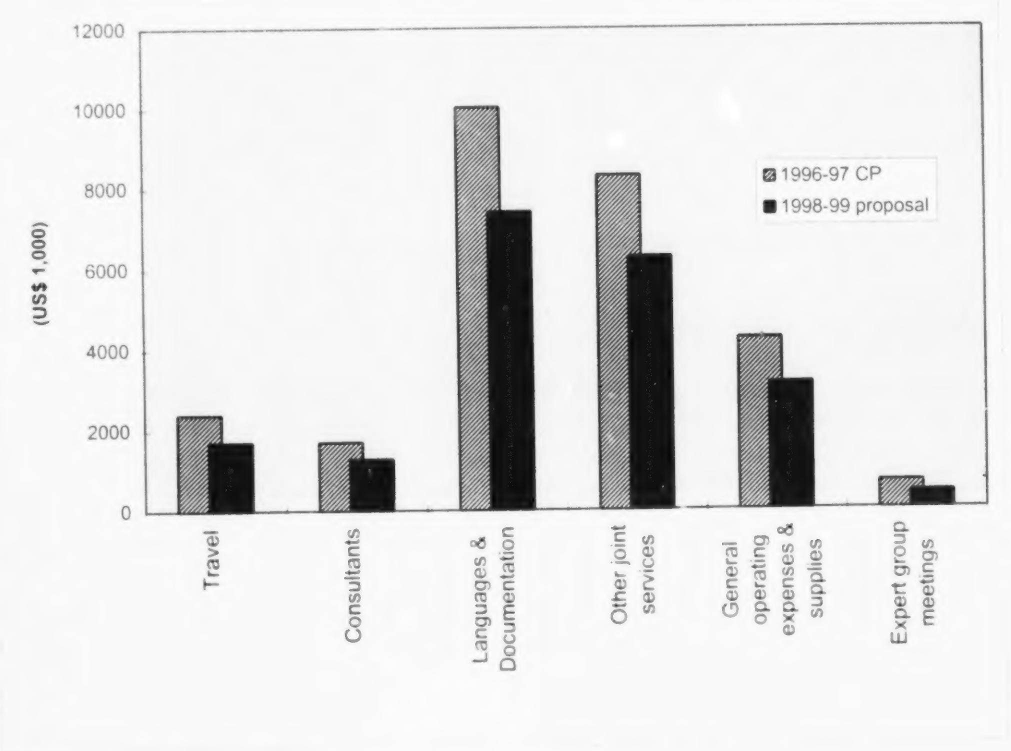
51. The following is a summary of the major reductions achieved under the regular budget in the area of non-staff costs:

Reductions achieved

(Excluding field offices, IDDA programme and Buildings Management)
(In thousands of US dollars)

	1996-1997 Contingency plan (1998-1999 base)	Reduction in budget	1998-1999 budget	Percentage reduction
Travel	2,393.8	683.2	1,710.6	28.5
Consultants	1,706.9	417.1	1,289.8	24.4
Languages and Documentation	10,034.0	2,610.8	7,423.2	26.0
Other joint services a/	8,322.9	2,019.6	6,303.3	24.3
General operating expenses/ supplies and acquisition	4,270.1	1,108.7	3,161.4	26.0
Expert group meetings	686.6	259.6	427.0	37.8

a/ Medical, library, security and safety, printing and communications.



(d) Additional resource reductions

52. Indicative proposals showing respectively 10, 20 and 30 per cent reductions in the regular budget were presented to the thirteenth session of the Programme and Budget Committee (documents IDB.18/15/1-PBC.13/14/1, IDB.18/15/2-PBC.13/14/2 and IDB.18/15/3-PBC.13/14/3). The present proposal comprises a revision of these indicative proposals.

53. Financial resource reductions and adjustments in most programmes in response to the views expressed by Member States and presented in the annex to PBC conclusion 97/4 have been included in the present document. In addition, financial adjustments were made in Major Programmes E, F and G, following the meetings of the ad hoc working group on issues related to field representation.

54. As stated in paragraph 4 above, the budget reductions and adjustments contained in PBC conclusion 97/10 have also been included in the present document.

(e) Summary

55. The following table summarizes the reductions achieved in the programme and budget, 1998-1999:

	US$ million	**% of budget base a/**
Discontinued activities	5.1	3.2
Streamlining of organizational structure	4.4	2.8
Efficiency-enhancing, streamlining and cost-cutting measures	8.5	5.4
Additional resource reductions	13.6	8.6
Net reductions achieved	31.6	20.0

a/ Budget base of $156.4 million.

Budget reductions - operational budget

56. The operational budget estimates for 1998-1999 (before recosting) of $26,726,800 show a reduction of $1,744,500, as compared to the base. The reduced expenditure estimates reflect the technical cooperation delivery estimates and support cost income earnings projected for 1998-1999. Account has also been taken of the impact of the discontinuation of activities on the operational budget income and resource allocations.

Methodology

57. In accordance with financial regulation 3.3, the budgetary estimates for (a) the regular budget financed by assessed contributions and (b) the operational budget financed from voluntary contributions are presented separately at all programmatic levels.

58. The methodology used in the preparation of the 1998-1999 budget proposals is consistent with that generally applied throughout the United Nations system for organizations with biennial budgets. Comparisons between biennial budgets are presented at the same prices and exchange rates.

59. As described in document IDB.16/23/Add.1, a change has been introduced in the methodology to permit comparisons of resource levels between bienniums. The new methodology, which follows that introduced by the United Nations for the 1996-1997 biennium, no longer includes the revaluation of the current biennium's budgets before comparing the resource requirements for the forthcoming budget with those of the current biennium. Therefore, the identification of increases and decreases in the future budget (1998-1999) is shown at the same cost levels as the present budget (1996-1997).

60. The methodology changes in the comparison of budgets using the approved budget estimates for 1996-1997 (at 1996-1997 rates) as the starting point is shown as follows:

	Previous method		**Revised method**
Step 1.	Approved budget estimates for 1996-1997 (at 1996-1997 rates)	**Step 1.**	Approved budget estimates for 1996-1997 (at 1996-1997 rates)
Step 2.	Revaluation of 1996 portion of 1996-1997 budget to 1997 rates	**Step. 2.**	No action.
Step 3.	Proposed estimates for 1998-1999 (at 1997 rates)	**Step 3.**	Proposed estimates for 1998-1999 (at 1996-1997 rates)
Step 4.	Comparison of 1998-1999 (3. above) with 1996-1997 (2. above) (at 1997 rates)	**Step 4.**	Comparison of 1998-1999 (3. above) with 1996-1997 (1. above) (at 1996-1997 rates)

61. Under this methodology, which is known as "recosting after comparison", the budget estimates for 1998-1999 (step 4.) are then adjusted (recosted) to take account of the impact of inflation. Therefore, the financial requirement to adjust the 1996 estimates to the cost levels applicable to 1997 previously known as "revaluation", together with the anticipated inflation factors for 1998 and 1999, are included under "recosting" in the budgetary estimates.

Development of budget estimates

62. The development of the budgetary estimates begins with the budget for 1996-1997, approved by the General Conference at its sixth session in December 1995 (GC.6/Dec.11). The budgetary estimates for 1998-1999 comprise four major elements:

(a) Approved budget for 1996-1997;

(b) Contingency plan reductions effected in 1996-1997 (in accordance with decision GC.6/Dec.11(e));

(c) Resource reductions for 1998-1999 at 1996-1997 rates; and

(d) Inflation and other cost adjustments.

(a) Approved budget for 1996-1997 as the budget base

63. The budget for 1996-1997, as contained in document IDB/S.6/2-PBC/AS.2/2 and approved by the General Conference in decision GC.6/Dec.11, detailed the resource requirements to implement the programmes of the Organization for 1996 and 1997.

64. The approved budget for the 1996-1997 biennium, which is the starting point for the budget estimates for 1998-1999, represents a net amount of $180,899,500, which comprises expenditures of $210,246,600 and income of $29,347,100 under the regular budget and expenditures of $28,810,000 under the operational budget.

(b) Contingency plan adjustments during 1996-1997 - budget base

65. In its decision GC.6/Dec.11(e), the General Conference requested the Director-General to implement the programme and budgets for 1996-1997 within the cash resource availability and in accordance with the contingency plans. Due to the non-payment of assessed contributions by some Member States and the non-payment of the mandatory contribution by the United States of America, which withdrew from the Organization at the end of 1996, the resource availability in 1996-1997 was inadequate to implement the approved budget. Budgetary reductions were effected in accordance with the contingency plans and within the cash availability.

66. The contingency plan adjustment of $24,538,788 also reduced the regular budget base for 1998-1999 to the level noted by the General Conference in decision GC.6/Dec.11(f). The base of the 1998-1999 budget of $156,360,712 comprises expenditures of $185,707,812 and an income of $29,347,100.

67. Under the operational budget, the expenditure levels for 1996-1997 under the contingency plan amounted to $28,471,300.

(c) Resource reductions for 1998-1999

68. The resource reductions proposed for 1998-1999 are described in paragraphs 37 to 55 of the present document. The reduced level of the regular budget of $125,006,000 represents a reduction against the approved budget for 1996-1997 of $55,893,500 or 30.9 per cent and against the budget base for 1998-1999 of $31,354,700 or 20 per cent.

(d) Inflation and other cost adjustments

69. As described above, the application of inflation and other cost adjustments to the 1998-1999 estimates (expressed at 1996-1997 rates) results in a recosting of these estimates to 1998-1999 rates. The recosting, therefore, includes:

(i) The revaluation of the 1996-1997 estimates to 1997 rates; and

(ii) Application of the 1998-1999 estimates for inflation for each of those years to the revalued budget estimates.

70. Also included under this heading is an adjustment in respect of reduced income, as compared to 1996-1997, for Buildings Management Services to be provided to other agencies in the VIC complex during 1998. The reduced income results from a downward adjustment in the budgeted standard salary costs for General Service staff working in Buildings Management Service to reflect actual salary levels.

71. The vacancy factors assumed in the budget for 1998-1999 are 5 per cent for Professional-level and 3 per cent for General Service-level staff. The vacancy factor is applied to the budget estimates to take account of the fact that there is a period of vacancy during the process of recruitment, which reduces the financial requirements for the biennium.

72. The increase in financial requirements due to inflation relates to anticipated changes in the consumer price and wage index levels in Austria and field locations in 1998 and 1999, and to expected statutory changes in salary and common staff costs for staff on established posts, which the Organization is obliged to implement in full.

73. The inflation rates were derived from: (a) the most recent consumer price and wage index levels forecast in Austria for 1998 and 1999; (b) expected statutory changes in salaries and common staff costs; and

(c) information obtained from other United Nations organizations providing services to UNIDO in the VIC complex.

74. Projections have been made of standard salary costs for the biennium 1998-1999 that reflect anticipated cost increases. For Professional-level salaries, an increase of 1.9 per cent per annum is expected, comprising movements in the consumer price index leading to increases in post adjustment rates and provision for in-grade increments. For General Service staff, and in the light of the ICSC salary survey conducted in 1996, increases anticipated in the combined consumer price index and wage index for 1998-1999 can be absorbed and salaries of existing staff will remain at current levels. However, a provision is included for an increase of 1.1 per cent for within-grade increments and promotions for General Service staff.

75. The combined Professional-level and General Service-level ratio of common staff costs to net salaries in 1998-1999 is estimated at 39.8 per cent (1996-1997 = 38.3 per cent) reflecting the increasing P to G ratio in the biennium.

76. The inflation rate for individual objects of expenditure (utilities, operating costs, supplies, etc.) is based on forecasts of price index movements by the Austrian Institute for Economic Research, or on assumed inflation trends in field offices. The average compounded rate for net cost increases in 1998-1999 is 1.8 per cent per annum. The amount required under recosting, including provision for the effects of inflation under the regular budget for the period 1996-1999, is estimated at $4,534,700.

(e) **Summary**

77. The development of the 1998-1999 budgetary estimates is summarized in the following table:

Development of budgetary estimates (net), 1998-1999
(In US dollars at US$ 1 = AS 12.90)

	RB	OB	Total
Approved budget, 1996-1997	180,899,500	28,810,000	209,709,500
Contingency plan adjustment in 1996-1997	(24,538,800)	(338,700)	(24,877,500)
Budget base for 1998-1999	156,360,700	28,471,300	184,832,000
Resource reductions for 1998-1999	(31,354,700)	(1,744,500)	(33,099,200)
Inflation and other cost adjustments	4,534,700	763,400	5,298,100
Proposed budget for 1998-1999	129,540,700	27,490,200	157,030,900

Income

(a) **Regular budget**

78. The regular budget is financed by assessed contributions payable by Member States and from income earned. UNIDO divides the income into two categories: (a) miscellaneous income from the sale of publications, from bank interest earned on deposits and other sundry items; and (b) cost reimbursement for field operating costs and for services provided to other organizations in the VIC complex.

79. Details of miscellaneous income estimates are shown separately under the Miscellaneous Income section in the budget document. Income estimates related to (a) cost reimbursement for field offices are presented under Major Programme E and (b) for Buildings Management Service are presented under Subprogramme G.3.3.

(b) Operational budget

80. Income to cover operational budget expenditures is derived mainly from the reimbursement of support costs pertaining to UNDP, IDF, trust fund projects and other services. For the 1998-1999 biennium, income from the reimbursement of support costs is expected to be approximately $27.6 million. The income estimates are based on support costs derived from the value of current projects expected to continue in the 1998-1999 biennium and support cost derived from projects expected to be approved. Details related to technical cooperation delivery and support costs income estimates are shown in table 2(b).

81. Income earned on deposits is shown separately under the Miscellaneous Income section of the budget document. Income related to the cost reimbursement from host countries of general operating costs in UNIDO field offices is presented under Major Programme E.

Other budgetary considerations

(a) Reductions in posts and staff

82. The budget proposals for 1998-1999 call for a reduction in posts and staff in the Organization. The current staffing levels cannot be sustained in 1998-1999, due to the anticipated reduction in the number of established posts. Additional resources, therefore, will be required to undertake a staff separation programme. The personnel and financial implications of the programme budget proposals, and the consequent staff separation programme are contained in separate documents.

(b) Buildings Management Service

83. The budget estimates are prepared on the assumption that responsibility for the management of the Buildings Management Service for the VIC complex will be transferred to another organization from 1 January 1999. The transfer would not in itself result in reduced costs of accommodation in the VIC by UNIDO, as the Organization would continue to pay a share of the operating costs of the building complex. However, the budgetary provisions in the UNIDO budget in terms of expenditure items would be significantly changed. The expenditures for staff costs, supplies, furniture and equipment and general operating costs would be replaced by a single object of expenditure covering the required contribution to the joint buildings management service. UNIDO would, after 1 January 1999, no longer retain posts or staff under the Buildings Management Service. However, it must be emphasized that the implementation of the proposal requires consultations and agreement with the Vienna-based organizations operating under the Memorandum of Understanding on Common Services as well as approval by the governing body of the organization assuming responsibility for buildings management. Due to the late approval of the programme and budgets, it cannot be guaranteed that a transfer can be effected during 1998.

84. The estimated costs for a major equipment replacement programme scheduled for 1998 and 1999 of $7.6 million (UNIDO's share $1.6 million) have not been included in the budget proposals. A source of financing will need to be identified for this important work, as the estimates could not be absorbed in the regular budget for 1998-1999, already subject to a 20 per cent reduction.

(c) Strengthening of field representation

85. The strengthening of field representation under the regular and operational budgets includes the transfer of posts from Headquarters to the field. In view of the need to provide adequate resources for field representation, savings identified from the lower cost of General Service posts in the field as compared to Headquarters, as well as savings in consultants and travel in Headquarters were utilized to ensure that all subregional and country offices are adequately resourced in terms of staff and operating costs. The budget estimates also include a provision for contribution to general operating costs by host and beneficiary country contributions. Notwithstanding the overall budget reduction of 20 per cent, the resource allocations to strengthen the field offices from the regular and operational budgets have been increased, including through the transfer of resources from Administration in line with the deliberations of the ad hoc open-ended working group of Member States on issues related to field representation. A further allocation of resources was made from part of the budget reductions in General Management and Administration identified by the PBC in conclusion 97/10.

86. The financial resources allocated to the field offices will permit the financing of 5 subregional and 25 country offices as well as providing support to up to 10 national focal points. To the extent that contributions in excess of the estimates are received, further strengthening of the field representation can be effected during the biennium. The budget includes new posts established in the subregional and country offices. In addition to the 18 Professional posts redeployed from Headquarters, 24 new General Service posts are included in the proposals under Major Programme E, Regional Programme Management.

(d) RPTC and IDDA supplementary funding

87. RPTC and IDDA supplementary activities, hitherto grouped under a single common Programme, are presented in accordance with the new programmatic approach in the Programmes and Subprogrammes to which the activities relate. In order to permit a more flexible utilization control and reporting of the utilization of the IDDA supplementary funds, the resources have been grouped under a single object of expenditure. A more detailed analysis of the expenditures anticipated for the biennium is shown in the section on IDDA supplementary activities.

(e) Split currency system of assessment

88. In accordance with financial regulation 5.1(d), the assessment of Member States shall be established in a component in United States dollars and the remainder in Austrian schillings. The budget for 1996-1997 was prepared on the basis of resource requirements of 12 per cent in United States dollars and 88 per cent in Austrian schillings.

89. As a result of a disbursement analysis undertaken in 1997, and after calculating the impact of redeployment of resources to the field (field expenditures are assumed to be United States dollar level), the proposed mix of currencies for 1998-1999 is 18 per cent in United States dollars and 82 per cent in Austrian schillings.

(f) United Nations loan

90. In accordance with Industrial Development Board decision IDB.4/Dec.29, two payments of $1 million each will be made to the United Nations during the biennium in partial repayment of the United Nations loan provided at the time UNIDO became a specialized agency, which will be reduced to $6 million in 1999 as a result of these payments. The resources for these payments will be met from the receipt of outstanding assessed contributions and are therefore not included in the budgetary estimates or assessments of Member States.

Table 1

Summary of budget estimates by Major Programme for 1998-1999 for total operations

(In thousands of dollars at US$ 1 = AS 12.90)

Major Programme	Regular budget (net)	Operational budget (net)	Technical cooperation/ extrabudgetary	Total estimates	Per cent of total estimates
A. Policy-making Organs	6,680.0			6,680.0	1.7
B. General Management	10,474.0	241.6		10,715.6	2.8
C. Strengthening of Industrial Capacities	42,017.5	9,891.1	125,600.0	177,508.6	45.3
D. Cleaner and Sustainable Industrial Development	14,415.0	4,559.1	102,200.0	121,174.1	31.2
E. Regional Programme Management	19,448.2	6,176.7	2,931.0	28,555.9	7.4
F. Technical Cooperation Management	7,567.6	4,154.2		11,721.8	3.0
G. Administration	30,446.7	2,897.5		33,344.2	8.6
Miscellaneous Income	(1,508.3)	(430.0)		(1,938.3)	(0.5)
Total	129,540.7	27,490.2	230,731.0	387,761.9	100.0

Table 2(a)

Summary of regular and operational budgets

(In thousands of dollars at US$ 1 = AS 12.90)

	1996-1997 approved budget 1	1998-1999 resource growth at 1996-1997 2	1998-1999 resource requirements at 1996-1997 rates 3	Recosting to 1998-1999 rates 4	1998-1999 resource requirements 5
Regular budget					
Expenditures	210,246.6	(69,312.9)	140,933.7	4,964.9	145,898.6
Income	(29,347.1)	13,419.4	(15,927.7)	(430.2)	(16,357.9)
Net requirements	180,899.5	(55,893.5)	125,006.0	4,534.7	129,540.7
Operational budget					
Expenditures	28,810.0	(995.9)	27,814.1	711.2	28,525.3
Income		(1,087.3)	(1,087.3)	52.2	(1,035.1)
Net requirements	28,810.0	(2,083.2)	26,726.8	763.4	27,490.2
Total regular and operational budgets	209,709.5	(57,976.7)	151,732.8	5,298.1	157,030.9
Rate of real growth					
RB net requirements		-30.9%			
OB expenditures		-7.2%			
Total		-27.6%			

Table 2(b)

Technical cooperation delivery and support cost income estimates (excluding regular programme activities)

(In thousands of dollars)

	1996-1997 a/		1998-1999	
	Delivery	Support cost income	Delivery	Support cost income
UNDP - Main programme	46,740.0	4,862.5	60,000.0	6,000.0
- SPPD	3,849.0	1,485.0	3,000.0	1,000.0
- STS	2,530.0	1,817.0	1,800.0	1,400.0
IDF	47,341.0	5,771.3	55,000.0	6,600.0
Montreal Protocol	52,196.0	6,460.8	55,000.0	6,600.0
Trust funds and others	35,034.0	3,685.7	53,000.0	6,000.0
Total	187,690.0	24,082.3	227,800.0	27,600.0

a/ Reflects technical cooperation delivery and support cost income in 1996 and estimates for the remainder of the 1996-1997 biennium.

Table 3(a)

Proposed expenditure and income (regular and operational budgets) by Major Programme for 1998-1999 with comparative data for 1996-1997

(In thousands of dollars at US$ 1 = AS 12.90)

Major Programme	1996-1997 approved budget 1	1998-1999 resource at 1996-1997 rates 2	1998-1999 resource requirements at 1996-1997 rates 3	Recosting to 1998-1999 rates 4	1998-1999 resource requirements 5
A. Policy-making Organs			6,463.4	216.6	6,680.0
B. General Management			10,321.9	393.7	10,715.6
C. Strengthening of Industrial Capacities			50,329.0	1,579.6	51,908.6
D. Cleaner and Sustainable Industrial Development			18,421.9	552.2	18,974.1
E. Regional Programme Management			26,588.1	537.4	27,125.5
Income			(1,616.3)	115.7	(1,500.6)
Regional Programme Management (net)			24,971.8	653.1	25,624.9
F. Technical Cooperation Management			11,316.0	405.8	11,721.8
G. Administration (gross)			45,307.5	1,990.8	47,298.3
Income			(13,463.2)	(490.9)	(13,954.1)
Administration (net)			31,844.3	1,499.9	33,344.2
Miscellaneous Income			(1,935.5)	(2.8)	(1,938.3)
Total	209,709.5	(57,976.7)	151,732.8	5,298.1	157,030.9

Table 3(b)

Proposed expenditure and income (regular budget) by Major Programme for 1998-1999 with comparative data for 1996-1997

(In thousands of dollars at US$ 1 = AS 12.90)

Major Programme	1996-1997 approved budget 1	1998-1999 resource at 1996-1997 rates 2	1998-1999 resource requirements at 1996-1997 rates 3	Recosting to 1998-1999 rates 4	1998-1999 resource requirements 5
A. Policy-making Organs			6,463.4	216.6	6,680.0
B. General Management			10,087.6	386.4	10,474.0
C. Strengthening of Industrial Capacities			40,730.3	1,287.2	42,017.5
D. Cleaner and Sustainable Industrial Development			13,986.3	428.7	14,415.0
E. Regional Programme Management (gross)			19,798.2	545.5	20,343.7
Income			(959.0)	63.5	(895.5)
Regional Programme Management (net)			18,839.2	609.0	19,448.2
F. Technical Cooperation Management			7,324.9	242.7	7,567.6
G. Administration (gross)			42,543.0	1,857.8	44,400.8
Income			(13,463.2)	(490.9)	(13,954.1)
Administration (net)			29,079.8	1,366.9	30,446.7
Miscellaneous Income			(1,505.5)	(2.8)	(1,508.3)
Total	180,899.5	(55,893.5)	125,006.0	4,534.7	129,540.7

Table 3(c)

Proposed expenditure and income (operational budget) by Major Programme for 1998-1999 with comparative data for 1996-1997

(In thousands of dollars at US$ 1 = AS 12.90)

Major Programme	1996-1997 approved budget 1	1998-1999 resource at 1996-1997 rates 2	1998-1999 resource requirement at 1996-1997 rates 3	Recosting to 1998-1999 rates 4	1998-1999 resource requirements 5
A. Policy-making Organs					
B. General Management			234.3	7.3	241.6
C. Strengthening of Industrial Capacities			9,598.7	292.4	9,891.1
D. Cleaner and Sustainable Industrial Development			4,435.6	123.5	4,559.1
E. Regional Programme Management (gross)			6,789.9	(8.1)	6,781.8
Income			(657.3)	52.2	(605.1)
Regional Programme Management (net)			6,132.6	44.1	6,176.7
F. Technical Cooperation Management			3,991.1	163.1	4,154.2
G. Administration			2,764.5	133.0	2,897.5
Miscellaneous Income			(430.0)	0.0	(430.0)
Total	28,810.0	(2,083.2)	26,726.8	763.4	27,490.2

Table 4(a)

Proposed expenditure and income (regular and operational budgets) by major object of expenditure for 1998-1999 with comparative data for 1996-1997

(In thousands of dollars at US$ 1 = AS 12.90)

Major object of expenditure	1996-1997 approved budget 1	1998-1999 resource growth at 1996-1997 rates 2	1998-1999 resource requirements at 1996-1997 rates 3	Recosting to 1998-1999 rates 4	1998-1999 resource requirements 5
Expenditure					
100 Staff costs	156,240.1	(45,947.9)	110,292.2	2,203.3	112,495.5
200 Official travel	4,380.2	(1,807.5)	2,572.7	89.6	2,662.3
300 Contractual services	764.2	(99.7)	664.5	30.2	694.7
400 General operating expenses	27,643.9	(10,227.1)	17,416.8	1,448.9	18,865.7
500 Supplies and materials	1,019.0	(293.7)	725.3	55.5	780.8
600 Acquisition of furniture and equipment	1,598.8	(1,163.1)	435.7	37.4	473.1
700 EDP non-staff costs	6,483.1	(2,595.0)	3,888.1	276.0	4,164.1
800 Technical cooperation and IDDA	16,833.7	(3,684.7)	13,149.0	527.7	13,676.7
900 Other expenditures	24,093.6	(4,490.1)	19,603.5	1,007.5	20,611.0
Total expenditure	239,056.6	(70,308.8)	168,747.8	5,676.1	174,423.9
Income					
100 Staff costs	11,080.6	(5,723.3)	5,357.3	(510.1)	4,847.2
200 Official travel	6.3	(3.0)	3.3		3.3
300 Contractual services					
400 General operating expenses	15,866.5	(6,401.9)	9,464.6	865.6	10,330.2
500 Supplies and materials	233.2	(135.5)	97.7	7.1	104.8
600 Acquisition of furniture and equipment	539.1	(384.5)	154.6	12.5	167.1
700 EDP non-staff costs	0.7	(0.7)			
800 Technical cooperation					
900 Other expenditures	15.3	(13.3)	2.0	0.1	2.1
Miscellaneous income	1,605.4	330.1	1,935.5	2.8	1,938.3
Total income	29,347.1	(12,332.1)	17,015.0	378.0	17,393.0
Total estimates	209,709.5	(57,976.7)	151,732.8	5,298.1	157,030.9

Table 4(b)

Proposed expenditure and income (regular budget) by major object of expenditure for 1998-1999 with comparative data for 1996-1997

(In thousands of dollars at US$ 1 = AS 12.90)

Major object of expenditure	1996-1997 approved budget a/ 1	1998-1999 resource growth at 1996-1997 rates 2	1998-1999 resource requirements at 1996-1997 rates 3	Recosting to 1998-1999 rates 4	1998-1999 resource requirements 5
Expenditure					
100 Staff costs	131,056.4	(46,254.8)	84,801.6	1,635.3	86,436.9
200 Official travel	3,150.7	(1,029.9)	2,120.8	71.3	2,192.1
300 Contractual services	733.0	(68.5)	664.5	30.2	694.7
400 General operating expenses	26,637.4	(11,092.2)	15,545.2	1,324.0	16,869.2
500 Supplies and materials	860.0	(134.7)	725.3	55.5	780.8
600 Acquisition of furniture and equipment	1,314.2	(878.5)	435.7	37.4	473.1
700 EDP non-staff costs	5,567.6	(1,679.5)	3,888.1	276.0	4,164.1
800 Technical cooperation and IDDA	16,833.7	(3,684.7)	13,149.0	527.7	13,676.7
900 Other expenditures	24,093.6	(4,490.1)	19,603.5	1,007.5	20,611.0
Total expenditure	210,246.6	(69,312.9)	140,933.7	4,964.9	145,898.6
Income					
100 Staff costs	11,080.6	(5,928.8)	5,151.8	(424.9)	4,726.9
200 Official travel	6.3	(3.0)	3.3		3.3
300 Contractual services					
400 General operating expenses	15,866.5	(6,853.7)	9,012.8	832.6	9,845.4
500 Supplies and materials	233.2	(135.5)	97.7	7.1	104.8
600 Acquisition of furniture and equipment	539.1	(384.5)	154.6	12.5	167.1
700 EDP non-staff costs	0.7	(0.7)			
800 Technical cooperation					
900 Other expenditures	15.3	(13.3)	2.0	0.1	2.1
Miscellaneous income	1,605.4	(99.9)	1,505.5	2.8	1,508.3
Total income	29,347.1	(13,419.4)	15,927.7	430.2	16,357.9
Total estimates	180,899.5	(55,893.5)	125,006.0	4,534.7	129,540.7

a/ IDDA merged with 800.

Table 4(c)

Proposed expenditure (operational budget) by major object of expenditure for 1998-1999 with comparative data for 1996-1997

(In thousands of dollars at US$ 1 = AS 12.90)

Major object of expenditure	1996-1997 approved budget 1	1998-1999 resource growth at 1996-1997 rates 2	1998-1999 resource requirements at 1996-1997 rates 3	Recosting to 1998-1999 rates 4	1998-1999 resource requirements 5
Expenditure					
100 Staff costs	25,183.7	282.5	25,466.2	567.1	26,033.3
200 Official travel	1,229.5	(777.6)	451.9	18.3	470.2
300 Contractual services	31.2	(31.2)			
400 General operating expenses	1,006.5	889.5	1,896.0	125.8	2,021.8
500 Supplies and materials	159.0	(159.0)			
600 Acquisition of furniture and equipment	284.6	(284.6)			
700 EDP non-staff costs	915.5	(915.5)			
800 Technical cooperation and IDDA					
900 Other expenditures					
Total expenditure	28,810.0	(995.9)	27,814.1	711.2	28,525.3
Income					
100 Staff costs		205.5	205.5	(85.2)	120.3
200 Official travel					
300 Contractual services					
400 General operating expenses		451.8	451.8	33.0	484.8
500 Supplies and materials					
600 Acquisition of furniture and equipment					
700 EDP non-staff costs					
800 Technical cooperation					
900 Other expenditures					
Miscellaneous income		430.0	430.0		430.0
Total income		1,087.3	1,087.3	(52.2)	1,035.1
Total estimates	28,810.0	(2,083.2)	26,726.8	763.4	27,490.2

Table 5

Posts established under the regular and operational budgets 1996-1997 and 1998-1999 a/

A. Total UNIDO

	1996			1997			1998			1999		
	RB	**OB**	**Total**	**RB**	**OB**	**Total**	**RB**	**OB**	**Total**	**RB**	**OB**	**Total**
Professional and above												
Director-General	1		1	1		1	1		1	1		1
Director	34	3	37	34	3	37	30		30	30		30
P-5	81	20	101	81	20	101	69	27	96	68	27	95
P-4	86	22	108	85	22	107	64	24	88	62	24	86
P-3/2	76	16	92	76	16	92	61	15	76	61	15	76
Subtotal	278	61	339	277	61	338	225	66	291	222	66	288
General Service												
Principal level	17	1	18	17	1	18	10	1	11	10	1	11
Other levels	391	102	493	384	102	486	327.5	102	429.5	217.5	102	319.5
Subtotal	408	103	511	401	103	504	337.5	103	440.5	227.5	103	330.5
GRAND TOTAL	686	164	**850**	678	164	**842**	562.5	169	**731.5**	449.5	169	**618.5**

a/ 1996-1997 has been adjusted by the posts abolished during 1996-1997 as part of the implementation of the contingency plans (GC.6/Dec.11(e)).

Table 5 *(continued)*

B. Headquarters a/

	1996			1997			1998			1999		
	RB	**OB**	**Total**	**RB**	**OB**	**Total**	**RB**	**OB**	**Total**	**RB**	**OB**	**Total**
Professional and above												
Director-General	1		1	1		1	1		1	1		1
Director	33		33	33		33	26		26	26		26
P-5	75	13	88	75	13	88	55	15	70	54	15	69
P-4	86	22	108	85	22	107	61	24	85	59	24	83
P-3/2	76	16	92	76	16	92	59	15	74	59	15	74
Subtotal	271	51	322	270	51	321	202	54	256	199	54	253
General Service												
Principal level	17	1	18	17	1	18	10	1	11	10	1	11
Other levels	375	82	457	368	82	450	291.5	78	369.5	181.5	78	259.5
Subtotal	392	83	475	385	83	468	301.5	79	380.5	191.5	79	270.5
GRAND TOTAL	663	134	**797**	655	134	**789**	503.5	133	**636.5**	390.5	133	**523.5**

C. Field Offices b/ c/

	1996			1997			1998			1999		
	RB	**OB**	**Total**	**RB**	**OB**	**Total**	**RB**	**OB**	**Total**	**RB**	**OB**	**Total**
Professional and above												
Director	1	3	4	1	3	4	4		4	4		4
P-5	6	7	13	6	7	13	14	12	26	14	12	26
P-4							3		3	3		3
P-3/2							2		2	2		2
Subtotal	7	10	17	7	10	17	23	12	35	23	12	35
General Service												
Other levels	16	20	36	16	20	36	36	24	60	36	24	60
Subtotal	16	20	36	16	20	36	36	24	60	36	24	60
GRAND TOTAL	23	30	**53**	23	30	**53**	59	36	**95**	59	36	**95**

a/ "Headquarters" includes UNIDO Offices at New York.

b/ Excludes technical posts to be outposted during the biennium (e.g. in programme C.1.1).

c/ Excludes JPO and NPO posts to be funded from extrabudgetary resources.

Figure 1

Total volume of operations in 1998-1999 by Major Programme (including technical cooperation)

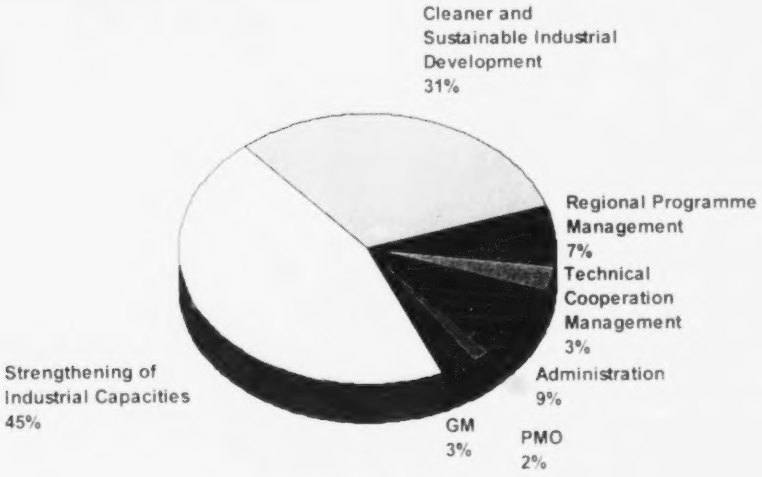


Figure 2

Regular and operational budgets 1994-95 to 1998-99 proposal

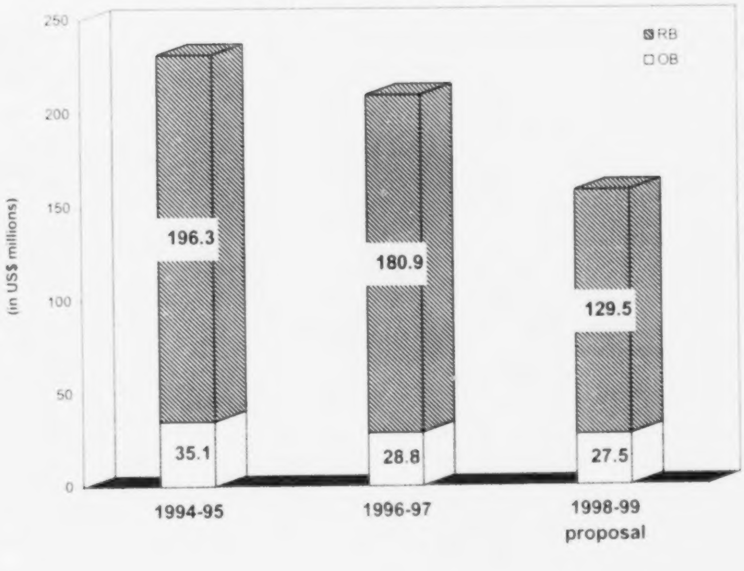


Figure 3

Regular and operational budgets for 1998-1999 by Major Programme

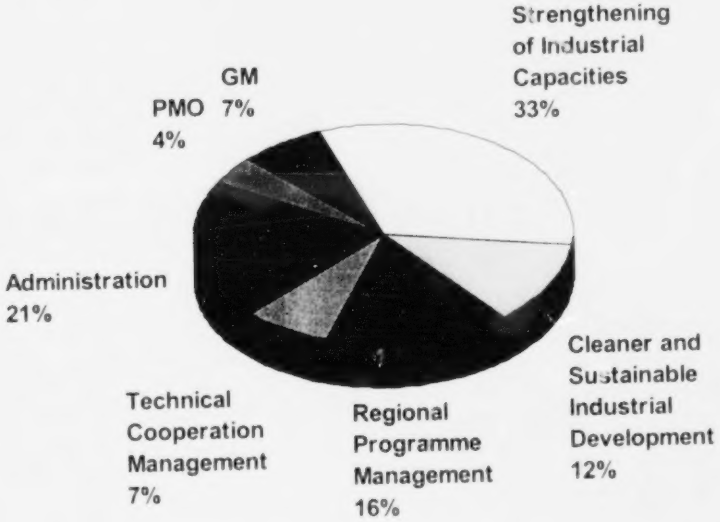


Figure 4

Regular and operational budgets for 1998-1999 by major object of expenditure

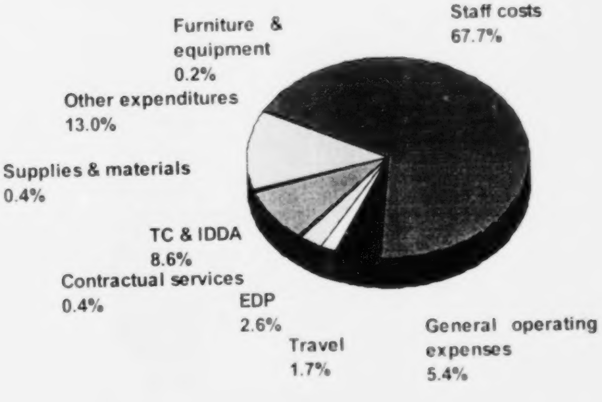
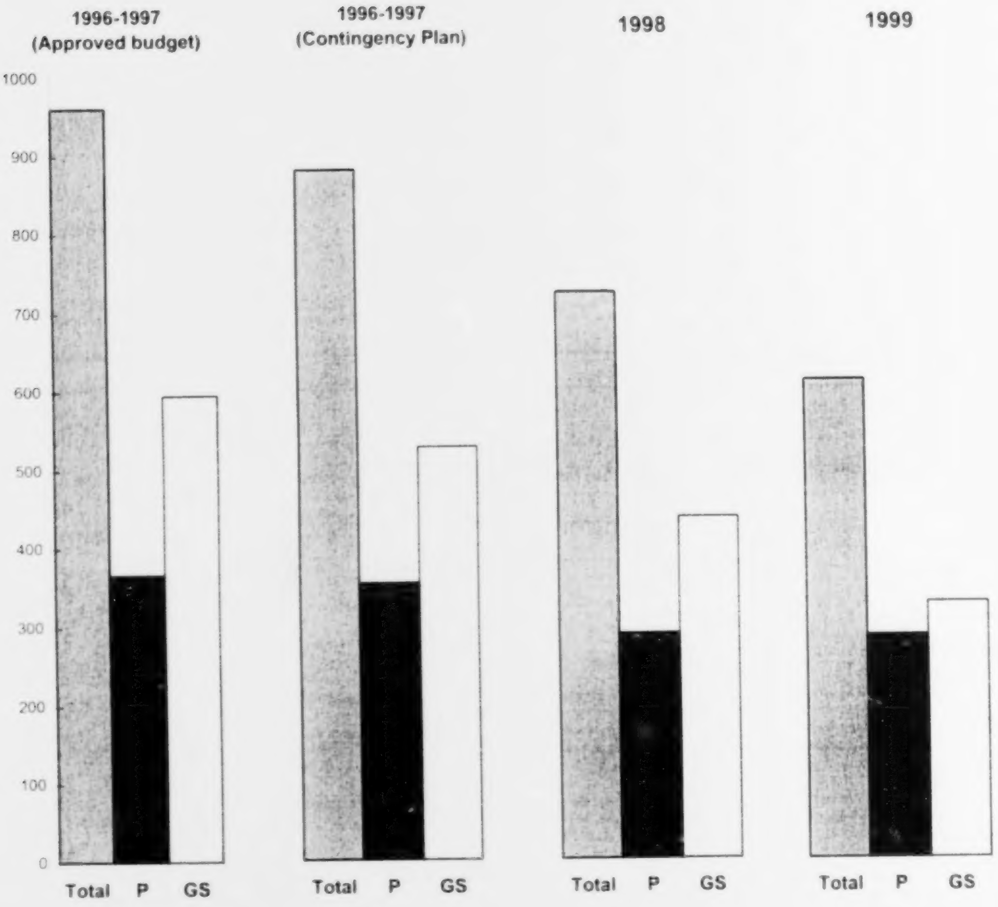


Figure 5

Established posts



P = Professional posts
GS = General Service posts

MAJOR PROGRAMME A: POLICY-MAKING ORGANS

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,348.4	17.8	1,366.2
Official travel	27.2	0.7	27.9
Contractual services	364.5	21.5	386.0
General operating expenses	71.6	2.3	73.9
Other expenditures	4,651.7	174.3	4,826.0
Total resources	6,463.4	216.6	6,680.0

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3.7	3.7	7.4
General Service	3.7	3.7	7.4
Total	7.4	7.4	14.8

By Programme

		Staffing P	Staffing GS	Regular and operational budgets	Technical cooperation	TOTAL
A.1.	Meetings of Policy-making Organs			5,313.2		5,313.2
A.2.	Secretariat of Policy-making Organs and Protocol	7.4	7.4	1,366.8		1,366.8
A.	Total Major Programme	7.4	7.4	6,680.0		6,680.0

Objective

A.1. The objective of the Major Programme is to provide the framework for determining the guiding principles, policies and budgetary resources of the Organization.

Composition

A.2. The Major Programme comprises two Programmes:

A.1: Meetings of Policy-making Organs
A.2: Secretariat of Policy-making Organs and Protocol

Programme A.1: Meetings of Policy-making Organs

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	58.6	0.2	58.8
Contractual services	364.5	21.5	386.0
General operating expenses	53.6	1.7	55.3
Other expenditures	4,639.9	173.2	4,813.1
Total resources	5,116.6	196.6	5,313.2

By Subprogramme

	Staffing P	Staffing GS	Regular and operational budgets	Technical cooperation	TOTAL
A.1.1. General Conference			1,563.4		1,563.4
A.1.2. Industrial Development Board			2,381.4		2,381.4
A.1.3. Programme and Budget Committee			1,368.4		1,368.4
A.1. Total Programme			5,313.2		5,313.2

Objective

A.3. The objective of the Programme is to provide the forums for the sessions of the principal and subsidiary bodies of UNIDO's policy-making organs - including regular and special sessions, as well as intersessional meetings - which provide guidelines and policy directives to the Secretariat on the functions and activities of the Organization as set out under Article 2 of the Constitution.

Composition

A.4. The Programme comprises three Subprogrammes:

A.1.1: General Conference
A.1.2: Industrial Development Board
A.1.3: Programme and Budget Committee

Subprogramme A.1.1: General Conference

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	14.6	0.1	14.7
General operating expenses	32.4	1.4	33.8
Other expenditures	1,456.7	58.2	1,514.9
Total resources	1,503.7	59.7	1,563.4

Objective

A.5. The General Conference, being one of the three principal organs of UNIDO under Article 7.1 of the Constitution, determines the guiding principles and policies of the Organization. The objective of the Subprogramme is to ensure the direct guidance of the Member States of UNIDO to the primary objective of the Organization: the promotion and acceleration of industrial development in the developing countries and countries with economies in transition.

Activities and outputs

A.6. In 1998-1999, the Subprogramme will have one session (the eighth) of the General Conference for a total of five working days, comprising plenary, main committee and geographical group meetings. The eighth session of the General Conference will be held in Vienna. In the event that the Conference is held at another site, the additional costs involved will be met by the host Government.

A.7. A document providing a compilation of resolutions and decisions adopted by the General Conference will be issued.

Resources

A.8. The resource requirements for the eighth session of the General Conference comprise services provided by UNOV for languages and documentation, interpretation and meetings planning. Provision is also made for general temporary assistance and overtime, printing, hospitality, and rental and maintenance of equipment for documentation prepared during the session.

A.9. In continuation of the practices introduced in 1996-1997, the length and volume of documentation to be submitted to the Conference will be reduced to the extent possible.

Subprogramme A.1.2: Industrial Development Board

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	23.6	0.1	23.7
Contractual services	364.5	21.5	386.0
General operating expenses	11.5	0.2	11.7
Other expenditures	1,892.6	67.4	1,960.0
Total resources	2,292.2	89.2	2,381.4

Objective

A.10. The Industrial Development Board is a principal organ of UNIDO comprising 53 members elected by the General Conference in accordance with Article 9.1 of the Constitution. As in the case of the General Conference, the objective of the Subprogramme is to ensure the direct guidance by its members to the primary objective of the Organization: the promotion and acceleration of industrial development in the developing countries and countries with economies in transition.

Activities and outputs

A.11. Pursuant to decision IDB.5/Dec.46, three sessions of the Board are normally held during a biennium comprising 15 working days of meetings. In view of the need to achieve budget savings, a reduced number of working days (9) for the regular sessions of the Board is proposed. This may be achieved by holding two sessions during the biennium in accordance with the Constitution or alternatively through a reduction in the number of days per meeting. Pursuant to Article 7.3 of the Constitution, the Board may decide to establish intersessional working groups. In this case, the financial implications will have to be assessed against resource availability. A report will be issued on each session of the Industrial Development Board for submission to the eighth session of the General Conference.

A.12. The Board's functions, which are governed by Article 9 of the Constitution, are to oversee and review the activities of the Organization between sessions of the General Conference and to report to the General Conference on its work.

Resources

A.13. The resource requirements for the Industrial Development Board sessions comprise services provided by UNOV for languages and documentation, interpretation and meetings planning. Provision is also made for external audit, general temporary assistance and overtime, printing, hospitality, and rental and maintenance of equipment for documentation prepared during the session. Efforts will be made to further reduce the length and volume of documentation in the light of the curtailed budgetary resources.

Subprogramme A.1.3: Programme and Budget Committee

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	20.4		20.4
General operating expenses	9.7	0.1	9.8
Other expenditures	1,290.6	47.6	1,338.2
Total resources	1,320.7	47.7	1,368.4

Objective

A.14. In accordance with Article 7.2 of the Constitution, the Programme and Budget Committee is a subsidiary organ of the Industrial Development Board, comprising 27 members elected by the General Conference. The objective of the Subprogramme is to assist the Industrial Development Board in the preparation and examination of the Organization's programme of work, its regular and operational budgets and other financial matters pertaining to the Organization as indicated in Article 10.4 of the Constitution.

Activities and outputs

A.15. The Committee will hold two sessions during 1998-1999 for a total of 6 working days. The functions of the Programme and Budget Committee are governed by Article 10, paragraph 4 of the Constitution. A report will be issued on each of the sessions and submitted to the Industrial Development Board.

Resources

A.16. The resource requirements for the Committee sessions comprise language and documentation services provided by UNOV, interpretation and meetings planning. Provision is also made for general temporary assistance and overtime, printing, hospitality, and rental and maintenance of equipment for documentation prepared during the session.

Programme A.2: Secretariat of Policy-making Organs and Protocol

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,289.8	17.6	1,307.4
Official travel	27.2	0.7	27.9
General operating expenses	18.0	0.6	18.6
Other expenditures	11.8	1.1	12.9
Total resources	1,346.8	20.0	1,366.8

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3.7	3.7	7.4
General Service	3.7	3.7	7.4
Total	7.4	7.4	14.8

Objective

A.17. The objective of the Programme is to provide secretariat services, under the guidance of the Secretary to the Policy-making Organs and through effective coordination of meeting arrangements and documentation, to all sessions of the policy-making organs and working groups established by those organs. It also maintains general external relations with Member States, ensures protocol procedures and practices in respect of, *inter alia*, high-level visits of government officials and accreditation of members of permanent missions.

Activities and outputs

A.18. The Programme will provide effective arrangements for meetings of the Policy-making Organs, including liaison with Governments and permanent missions, issuing notifications and registration of delegations, the preparation and monitoring of pre-, in- and post-session documentation, assisting the elected officials of the sessions, servicing all working groups and identifying follow-up action to all decisions and resolutions. The Programme will also issue and maintain an updated directory of permanent missions and the directory of intergovernmental organizations having a relationship agreement with UNIDO.

Resources

A.19. In addition to staff resource allocations to the Programme, funds for travel of the Secretary of the Policy-making Organs are included. Provision is also made for printing and communications.

MAJOR PROGRAMME B: GENERAL MANAGEMENT

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	6,946.4	227.4	7,173.8
Consultants	78.0	3.4	81.4
Meetings	70.0	1.9	71.9
Official travel	351.2	9.3	360.5
Contractual services	161.0	5.5	166.5
General operating expenses	381.0	22.4	403.4
Supplies and materials	61.6	4.3	65.9
Acquisition of furniture & equipment	7.0	0.5	7.5
EDP non-staff costs	142.8	10.8	153.6
IDDA supplementary	278.0	12.5	290.5
Other expenditures	1,610.6	88.4	1,699.0
Regular budget	10,087.6	386.4	10,474.0
Operational budget (OB)			
Staff costs	226.1	7.1	233.2
General operating expenses	8.2	0.2	8.4
Operational budget	234.3	7.3	241.6
Total resources	10,321.9	393.7	10,715.6

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	18.7	18.7	37.4
General Service	19.7	19.7	39.4
Total	38.4	38.4	76.8

By Programme

	Staffing		Regular and operational budgets	Technical cooperation	TOTAL
	P	GS			
B.1. Executive Direction and Management	6.0	10.0	2,363.9		2,363.9
B.2. Internal Audit	4.0	4.0	755.2		755.2
B.3. Legal	6.0	6.0	1,178.8		1,178.8
B.4. Policy Coordination and Strategic Planning	8.8	8.8	1,827.2		1,827.2
B.5. United Nations System Coordination and Liaison	4.4	2.4	1,871.4		1,871.4
B.6. Public Relations and Information	8.2	8.2	2,719.1		2,719.1
B. Total Major Programme	37.4	39.4	10,715.6		10,715.6

Objective

B.1. The objective of the Major Programme, within the scope of the constitutional objectives of UNIDO and pursuant to the decisions of policy-making organs, is to provide effective strategic guidance and control to the Organization and to ensure efficient operational and financial management. It is also responsible for maintaining close relations with Governments, with intergovernmental and non-governmental organizations and with the organizations of the United Nations system. The Major Programme also exercises the public relations and information function of UNIDO with a view to enhancing the knowledge and awareness of the role and activities of UNIDO among its constituencies.

Composition

B.2. The Major Programme comprises six programmes:

B.1: Executive Direction and Management
B.2: Internal Audit
B.3. Legal Service
B.4: Policy Coordination and Strategic Planning
B.5: United Nations System Coordination and Liaison
B.6: Public Relations and Information

Programme B.1: Executive Direction and Management

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,656.6	39.0	1,695.6
Consultants	30.0	1.3	31.3
Meetings	70.0	1.9	71.9
Official travel	174.1	5.0	179.1
General operating expenses	14.6	0.5	15.1
EDP non-staff costs	142.8	10.8	153.6
Other expenditures	205.8	11.5	217.3
Total resources	2,293.9	70.0	2,363.9

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3	3	6
General Service	5	5	10
Total	8	8	16

Objective

B.3. The objective of the Programme is to ensure the effective overall management, planning, policy guidance and coordination of and resource allocation to the activities of UNIDO.

Activities and outputs

B.4. As the chief executive officer of the Organization, the Director-General will direct the work of the Organization and provide policy direction, guidance and coordination to the Major Programmes of the Organization in the execution of their activities. He will discharge functions entrusted to him under the Constitution of UNIDO and by the legislative organs of the Organization. In the United Nations system-wide coordinating bodies, in particular the Administrative Committee on Coordination, he will represent the Organization and exercise a central coordinating function in respect of industrial development activities within the United Nations system.

Resources

B.5. In addition to staff resources allocated to the Programme, consultant resources will be required for the review of global trends in industrial and technological development, development of new initiatives, and strategies and advisory services on specialized programmes and activities. Expert group meetings will advise the Director-General on emerging industrial issues and initiatives for global industrial partnerships. Travel resources will cover the costs of official visits by the Director-General to Member States and participation in the United Nations system-wide coordination and policy meetings. Provision is made for representation and housing allowances of the Director-General, communications, and language and documentation services. Provision has also been made for temporary assistance, overtime, printing, electronic data processing, career development training and library for the entire Major Programme.

Programme B.2: Internal Audit

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	704.6	20.3	724.9
Official travel	20.0	0.4	20.4
General operating expenses	9.7	0.2	9.9
Total resources	734.3	20.9	755.2

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	2	2	4
General Service	2	2	4
Total	4	4	8

Objective

B.6. The objective of the Programme is to advise the Director-General on the means to ensure the effectiveness of the Organization's internal control framework with regard to: (a) economy, efficiency and effectiveness of operations; (b) reliability and adequacy of financial and operational information; (c) compliance with the Constitution as well as the Organization's regulations, rules, policies, instructions and procedures; and (d) safeguarding the funds and assets of the Organization. The Programme pursues this objective through an independent and systematic review and assessment function covering all operations of the Organization, including those in the field and supported by a network of audit focal points throughout the Organization.

Activities and outputs

B.7. During the biennium, the Programme will focus its activities on the following areas:

01: Management audits and inspections of selected programmes, services, systems, procedures, field offices and divisional operations;

02: Audits of selected projects focusing on project management systems;

03: Review of newly developed guidelines and procedures, including the electronic data processing systems;

04: Financial audits required by agreements with other VIC-based agencies on the catering and major repair fund;

05: Investigation of adherence to administrative and financial rules and regulations;

06: Coordination and liaison with respect to the External Auditor and the Joint Inspection Unit.

B.8. Each audit assignment or other activity carried out will be documented in an audit report and audit observations containing recommendations for follow-up by management and staff.

Resources

B.9. In addition to the staff resources allocated to the Programme, travel resources will be required to carry out audits of field offices and field projects. Provision is also made for communications.

Programme B.3: Legal Service

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	902.4	8.6	911.0
Official travel	12.0	0.3	12.3
Contractual services	4.0		4.0
General operating expenses	9.7	0.2	9.9
Regular budget	928.1	9.1	937.2
Operational budget (OB)			
Staff costs	226.1	7.1	233.2
General operating expenses	8.2	0.2	8.4
Operational budget	234.3	7.3	241.6
Total resources	1,162.4	16.4	1,178.8

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3	3	6
General Service	3	3	6
Total	6	6	12

Objective

B.10. The objective of the Programme is to contribute to the efficient conduct of the affairs of the Organization based on its internal legal provisions, as well as on the rules applicable to its relations with Governments, organizations, enterprises and individuals; to safeguard and defend the legal claims and interests of the Organization; and to assist, through the provision of legal support and advice, in the pursuit of the objectives of the Organization.

Activities and outputs

B.11. The Programme will provide legal services, advice and assistance on all matters relating to the Organization with a view to promoting the rule of law in the activities of the Organization and defending its legal interests, positions and rights. During the biennium, the Programme will focus its activities on the following areas:

01: Preparation and negotiation of treaties and international agreements to be concluded by UNIDO and discharging the depositary functions of the Director-General, under the regulations issued pursuant to Article 102 of the United Nations Charter;

02: General legal services and advice will be furnished regarding the Constitution, personnel and financial regulations and rules, relations of the Organization with other legal entities or third parties, including contractual relations, questions of liability, claims and internal administrative law questions;

03: The Programme will represent the Director-General in cases brought before the Administrative Tribunals of ILO or the United Nations;

04: The Programme will support UNIDO programmes by providing legal advice on technical cooperation activities, including agreements on different sources of financing, cooperative arrangements with non-governmental and private sector entities, contractual services and administrative rules and regulations. It will also advise and formulate legal arrangements on new modalities for financing and executing projects, such as those funded by regional development financing institutions, the Multilateral Fund for the Implementation of the Montreal Protocol, the World Bank, GEF, IDF special-purpose contributions, trust funds and voluntary contributions from non-governmental sources;

05: Legal support will be provided for the elaboration of new arrangements for UNIDO offices and centres in the field and the formulation of related agreements with host Governments;

06: Legal support will also be provided in connection with the growing development of information technology products generated by the Organization and the need to establish model agreements for licensing and distribution of such products.

Resources

B.12. In addition to the staff resources allocated to the Programme, travel resources will be required to participate in coordination meetings convened by the Legal Counsel of the United Nations or the Legal Advisers of specialized agencies on an ad hoc basis, to represent the Organization before the Administrative Tribunals of the ILO or the United Nations, and to participate in the negotiation of agreements to be concluded by UNIDO with Member States or intergovernmental organizations. Provision is also made for communications and for the acquisition of information through an external database.

Programme B.4: Policy Coordination and Strategic Planning

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,622.5	39.1	1,661.6
Consultants	8.0	0.3	8.3
Official travel	72.0	1.9	73.9
General operating expenses	26.3	0.9	27.2
Other expenditures	54.6	1.6	56.2
Total resources	1,783.4	43.8	1,827.2

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	4.4	4.4	8.8
General Service	4.4	4.4	8.8
Total	8.8	8.8	17.6

Objective

B.13. The objective of the Programme is to develop and coordinate medium- and long-term policies, strategies and priorities of UNIDO in a changing global industrial environment and in response to changing patterns of demand for UNIDO services within the framework of the functions and structure of the United Nations system. It is responsible for elaborating priorities and related resource allocations in the medium-term programme framework and the biennial programme and budgets in accordance with legislative mandates and the strategic objectives of the Organization.

Activities and outputs

B.14. During the biennium, the Programme will focus its activities on the following areas:

01: Review, in close cooperation with other Programmes, emerging trends in international industrial development and cooperation and assess their implications for the future role, functions and services of UNIDO;

02: Provide policy advice on and assist in formulating, implementing and assessing long- and medium-term strategies and priorities for inclusion in the medium-term programme framework, the biennial programmes and budgets and the related documents of UNIDO;

03: Keep under review the functions, priorities and operational policies, as well as the organizational and staff structure of the Organization, and recommend changes and reforms as necessary;

04: Act as a focal point for and participate in the system-wide policy and decision-making processes of the General Assembly, the Economic and Social Council, the Executive Board of UNDP and other intergovernmental and inter-agency committees as appropriate and provide guidance on the preparation of UNIDO positions for presentation to those bodies and committees;

05: Determine the principles and policies of the Organization's cooperation with non-governmental organizations (NGOs) and formulate the UNIDO position in the ongoing efforts of the United Nations system to enhance its cooperation with civil society;

06: Guide the substantive work of organizational units responsible for strategic planning, programme and funds management, quality assurance and evaluation.

Resources

B.15. In addition to the staff resources allocated, the Programme requires funds for consultancy services to provide advice on strategic planning and policy issues. Travel resources will be used for attending international conferences and other events relevant for the Organization's work programme, as well as meetings of the United Nations, its coordinating bodies, the Executive Board of UNDP and other relevant inter-agency events. Provision is also made for communications, and language and documentation services.

Programme B.5: United Nations System Coordination and Liaison

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	732.6	77.0	809.6
Official travel	21.0	0.4	21.4
Contractual services	2.2		2.2
General operating expenses	295.9	19.7	315.6
Supplies and materials	14.3	0.8	15.1
Other expenditures	666.3	41.2	707.5
Total resources	1,732.3	139.1	1,871.4

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	2.2	2.2	4.4
General Service	1.2	1.2	2.4
Total	3.4	3.4	6.8

Objective

B.16. The objective of the Programme is to provide and maintain an effective channel of communication with the United Nations, the specialized agencies and other intergovernmental organizations and coordinate UNIDO activities with the same by participating in their technical and functional meetings and working groups, as well as representing UNIDO in the meetings of their policy-making organs. It also provides UNIDO with a regular channel of communication with Member States accredited to UNIDO.

B.17. The Programme also forges inter-agency cooperation and serves as a catalyst for the promotion of specific multisectoral or multidisciplinary inter-agency activities, keeping abreast of policies, programmes and activities of other United Nations organizations, as well as providing support function to Headquarters.

Activities and outputs

B.18. During the biennium, the Programme will focus its activities on the following areas:

01: Provide Headquarters promptly and continuously with information on developments in the United Nations, its funds and programmes and the specialized agencies that are of relevance to the activities and programmes of UNIDO;

02: Provide a direct and continuous channel of communication with States accredited to UNIDO, as well as with intergovernmental organizations;

03: Represent UNIDO in the meetings of policy-making organs of the United Nations and their specialized agencies;

04: Represent the Secretariat in working groups and inter-agency task forces; analyse the various agencies' programmes and identify activities which could lead to cooperation, complementarity or harmonization;

05: Collect and disseminate information and promote new initiatives;

06: Provide substantive and administrative support to UNIDO staff on mission.

B.19. In the 1998-1999 biennium, special emphasis will be placed on strengthening synergies within the United Nations system at policy levels and reinforcing UNIDO's active participation in the context of the greater role assigned to the Economic and Social Council and the General Assembly in the overall guidance of developmental activities, as foreseen in the proposals of the Secretary-General for reform.

Resources

B.20. In addition to the staff resources allocated to the Programme, travel resources will be required to attend meetings of policy-making organs and consultations at Headquarters, and for meetings with multilateral financing institutions. Provision has been made for rental and maintenance of premises, supplies and materials, and communications in respect of the UNIDO office in New York. Provision is also made for general temporary assistance, overtime, printing, hospitality and language and documentation services, and for UNIDO's share in funding the United Nations system-wide joint activities.

Programme B.6: Public Relations and Information

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,327.7	43.4	1,371.1
Consultants	40.0	1.8	41.8
Official travel	52.1	1.3	53.4
Contractual services	154.8	5.5	160.3
General operating expenses	24.8	0.9	25.7
Supplies and materials	47.3	3.5	50.8
Acquisition of furniture & equipment	7.0	0.5	7.5
IDDA supplementary	278.0	12.5	290.5
Other expenditures	683.9	34.1	718.0
Total resources	2,615.6	103.5	2,719.1

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	4.1	4.1	8.2
General Service	4.1	4.1	8.2
Total	8.2	8.2	16.4

Objective

B.21. The objective of the Programme is to articulate and project the public image of UNIDO by consistently and proactively reaching out to diverse target groups, such as the media, representatives of Member States, policy makers, industrial sector representatives and the general public. It thus contributes to make the Organization open, transparent and accessible and ensures that information provided is based on comprehensive and consistent messages that project a clearly recognizable corporate image. Complementary to the promotion of the public image of UNIDO, the Programme also aims at creating public awareness in both developed and developing countries on the importance of sustainable industrial development. It furthermore conveys to the constituencies of UNIDO information on UNIDO's role as a global forum, as well as the impact of UNIDO's services at the national, regional and global level.

Activities and outputs

B.22. During the biennium, the Programme will focus its activities on the following areas:

01: Media relations: The Programme will encourage the coverage of industrial development issues and the work of UNIDO by establishing and maintaining contacts with international and local information media, organizing interviews, press briefings and conferences and handling day-to-day requests for information. It will also monitor the quality of news media coverage and coordinate media activities to be undertaken by the field network of UNIDO;

02: Public affairs: The Programme will initiate and coordinate public affairs campaigns in a structured and strategic manner with a view to enhancing the image of UNIDO and creating awareness about its services. The public affairs activities will be oriented to representatives of Member States, policy makers, industrial sector representatives, academia, policy research institutes, NGOs and the media; and

03: Information products: The Programme will:

(a) Produce information material that enhances both external and internal communications, such as general newsletters, brochures and information kits for use by all organizational units;

(b) Manage the Internet pages related to public information activities of UNIDO;

(c) Prepare and disseminate audiovisual information material;

(d) Coordinate, promote and prepare displays and exhibitions.

Resources

B.23. In addition to the staff resources allocated, the Programme requires consultant funds to advise on design, layout and related requirements of public information and publication products. Travel funds will be needed to attend inter-agency and international meetings of JUNIC and to support senior management of UNIDO at priority events and other missions. Public information services will be required for audiovisual services, computer graphic studio work, footage purchases, video clips, etc. Provision has been made for public information supplies, public information equipment, joint activities provided by JUNIC and IDDA supplementary activities to ensure a comprehensive public information programme on UNIDO activities in Africa. Provision is also made for general temporary assistance, overtime, printing, communications, and language and documentation services.

MAJOR PROGRAMME C: STRENGTHENING OF INDUSTRIAL CAPACITIES

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	25,809.4	656.8	26,466.2
Consultants	821.0	34.2	855.2
Meetings	307.0	7.9	314.9
Official travel	623.8	15.0	638.8
Contractual services	134.0	3.2	137.2
General operating expenses	399.9	14.2	414.1
EDP non-staff costs	986.9	72.0	1,058.9
Technical cooperation	4,036.9	144.9	4,181.8
IDDA supplementary	4,499.3	204.0	4,703.3
Other expenditures	3,112.1	135.0	3,247.1
Regular budget	40,730.3	1,287.2	42,017.5
Operational budget (OB)			
Staff costs	9,241.4	282.1	9,523.5
Official travel	157.5	3.7	161.2
General operating expenses	199.8	6.6	206.4
Operational budget	9,598.7	292.4	9,891.1
Total RB/OB	50,329.0	1,579.6	51,908.6
Technical cooperation (non-RB)			125,600.0
Total resources			177,508.6

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	111.4	111.4	222.8
General Service	85.7	85.7	171.4
Total	197.1	197.1	394.2

By Programme

		Staffing		Regular and operational budgets	Technical cooperation	TOTAL
		P	GS			
C.1.	Industrial Investment, Technology and Information	76.0	66.0	15,776.9	41,300.0	57,076.9
C.2.	Industrial Policies and Strategies	50.0	38.0	10,694.5	12,700.0	23,394.5
C.3.	Institutional Capacity-building	58.0	32.0	11,571.3	40,900.0	52,471.3
C.4.	Integrated Agro-industry Development	31.2	23.2	5,840.9	26,300.0	32,140.9
C.5.	Other Sectoral Capacity-building	2.8	3.0	584.3	4,400.0	4,984.3
C.6.	Regular Programme of Technical Cooperation			4,181.8		4,181.8
C.7.	Direction and Management	4.8	9.2	3,258.9		3,258.9
C.	Total Major Programme	222.8	171.4	51,908.6	125,600.0	177,508.6

Objective

C.1. The objective of the Major Programme is to support developing countries and countries with economies in transition in laying the foundations and strengthening their capacities for long-term sustained industrial growth and development, thus contributing critically to alleviating poverty and creating industrial employment through establishing viable industrial structures and competitive productive capacities.

Composition

C.2. The Major Programme comprises seven Programmes:

C.1: Industrial Investment, Technology and Information
C.2: Industrial Policies and Strategies
C.3: Institutional Capacity-building
C.4: Integrated Agro-industry Development
C.5: Other Sectoral Capacity-building
C.6: Regular Programme of Technical Cooperation
C.7: Direction and Management

Programme C.1: Industrial Investment, Technology and Information

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	8,220.8	240.0	8,460.8
Consultants	267.0	10.2	277.2
Meetings	143.0	3.4	146.4
Official travel	182.9	4.5	187.4
Contractual services	30.0	0.7	30.7
General operating expenses	127.0	4.8	131.8
IDDA supplementary	1,510.6	68.5	1,579.1
Other expenditures	829.7	38.0	867.7
Regular budget	11,311.0	370.1	11,681.1
Operational budget (OB)			
Staff costs	3,831.6	121.1	3,952.7
Official travel	56.9	1.5	58.4
General operating expenses	81.8	2.9	84.7
Operational budget	3,970.3	125.5	4,095.8
Total RB/OB	15,281.3	495.6	15,776.9
Technical cooperation (non-RB)			41,300.0
Total resources			57,076.9

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	38.0	38.0	76.0
General Service	33.0	33.0	66.0
Total	71.0	71.0	142.0

By Subprogramme

	Staffing		Regular and operational budgets	Technical cooperation	TOTAL
	P	GS			
C.1.1. Investment Promotion and Technology Transfer	43.4	32.0	9,012.6		9,012.6
C.1.2. Technological Capacity-building	14.6	14.0	3,251.1		3,251.1
C.1.3. Industrial Information and Networking	18.0	20.0	3,513.2		3,513.2
C.1. Total Programme	76.0	56.0	15,776.9		15,776.9

Objective

C.3. The objective of the Programme is to support enhanced flows of industrial investment and technology to developing countries and countries with economies in transition, to strengthen related domestic policy and institutional capacities, to promote general technological capabilities as a precondition for effective absorption of foreign investment inflows and to facilitate access to information sources on industrial technologies and investment opportunities.

C.4. During the biennium, the Programme will devote special efforts to effectively linking investment and technology-related activities at Headquarters and in the field. Activities will be concentrated in countries, and regions within countries, which have so far not, or only insufficiently, benefited from market-driven flows of investment and technology resources.

Composition

C.5. The Programme comprises three Subprogrammes:

C.1.1: Investment Promotion and Technology Transfer
C.1.2: Technological Capacity-building
C.1.3: Industrial Information and Networking

Subprogramme C.1.1: Investment Promotion and Technology Transfer

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	4,151.6	119.4	4,271.0
Consultants	80.0	2.4	82.4
Official travel	86.4	2.2	88.6
General operating expenses	71.8	2.8	74.6
IDDA supplementary	1,510.6	68.5	1,579.1
Other expenditures	287.7	12.7	300.4
Regular budget	6,188.1	208.0	6,396.1
Operational budget (OB)			
Staff costs	2,471.9	71.7	2,543.6
Official travel	21.4	0.6	22.0
General operating expenses	49.0	1.9	50.9
Operational budget	2,542.3	74.2	2,616.5
Total resources	8,730.4	282.2	9,012.6

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	21.7	21.7	43.4
General Service	16.0	16.0	32.0
Total	37.7	37.7	75.4

Objective

C.6. The objective of the Subprogramme is to promote industrial development in developing countries and countries with economies in transition through facilitating their access to investment and technology resources as well as through supporting their efforts in upgrading indigenous capabilities in these fields.

Activities and outputs

C.7. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Strengthening of policy and institutional capacities related to investment promotion and technology transfer, with emphasis on:

(a) Advisory services to Governments and industrial institutions in the formulation, implementation and assessment of promotional policies and strategies;

(b) Technical cooperation in the establishment and/or strengthening of local investment promotion agencies with special emphasis on African countries under IDDA resources;

(c) Capacity-building, through skills upgrading and training workshops, in investment project identification, appraisal and promotion, with special emphasis on participants from LDCs.

02: Developing and implementing integrated investment promotion and technology transfer programmes in developing countries and countries with economies in transition with special emphasis on low-income countries, and particularly on African countries under IDDA resources:

(a) These integrated programmes, in cooperation with other United Nations organizations such as UNCTAD and global and regional development finance institutions, will cover all phases of the investment cycle, from project identification to the formulation, screening and appraisal of proposals, as well as the actual promotion through various types of investment and technology fora, including their follow-up in terms of facilitating project negotiations and securing project financing;

(b) Special efforts will be geared to developing innovative and targeted programme orientations, including a focus on: cleaner production, specific industrial sectors of priority importance for recipient countries, underdeveloped provinces and municipalities (follow-up to HABITAT II), region-to-region business partnerships (as a pilot programme), and special private-public sector partnerships (such as the build-operate-transfer (BOT) mechanism).

03: Directing and managing existing Investment Promotion Service Offices (IPSOs) and developing new IPSOs, focal points and/or units (approximately five to be newly established) to promote investment and technology projects by identifying foreign partners and providing related services as well as coordinating the delegates programme;

04: Maintaining and upgrading existing mechanisms, software tools and publications for investment and technology transfer.

C.8. During the biennium, efforts will be undertaken to outpost selected Professional staff to UNIDO subregional offices in support of region-specific investment promotion programmes.

Resources

C.9. In addition to the staff resources allocated to the Subprogramme, consultant funds will be required for the formulation of environmental/industrial sector-related new integrated investment and technology promotion programmes, promotion of the IPS network and development of new strategies for cooperation with development finance institutions, formulation of international business cooperation and partnership arrangements, upgrading of computerized management tools, preparation of Intechmarts and revision of UNIDO BOT guidelines and databank. Travel funds will be required for developing and promoting new concepts for integrated investment and technology promotion programmes, formulation of related technical cooperation projects and directing and monitoring IPS offices and/or focal points. Printing funds will be required for training and promotional material, investors guides and promotion packages, as well as manuals. Provision is made for IDDA supplementary activities for the mobilization of domestic and foreign direct investments. Provision is also made for communications, and language and documentation services.

Subprogramme C.1.2: Technological Capacity-building

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,729.7	53.6	1,783.3
Consultants	131.0	5.6	136.6
Meetings	75.0	1.4	76.4
Official travel	80.0	1.9	81.9
General operating expenses	25.8	0.9	26.7
Other expenditures	416.0	19.9	435.9
Regular budget	2,457.5	83.3	2,540.8
Operational budget (OB)			
Staff costs	667.8	25.6	693.4
General operating expenses	16.4	0.5	16.9
Operational budget	684.2	26.1	710.3
Total resources	3,141.7	109.4	3,251.1

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	7.3	7.3	14.6
General Service	7.0	7.0	14.0
Total	14.3	14.3	28.6

Objective

C.10. The objective of the Subprogramme is to assist institutions and, through the upgraded support rendered by these institutions, industrial enterprises in recipient countries in their efforts towards identification, development, adaptation and commercialization of industrial technologies, thereby reducing investment risks and enhancing the absorptive capacity for investments.

Activities and outputs

C.11. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Advisory services on technology policies and technology management, including monitoring of technological trends of special relevance to developing countries and support to the management of research and development (R and D) activities with emphasis on market needs, commercialization potential and international competitiveness;

02: Support to Governments, R and D institutions and private sector associations in the strengthening of indigenous capacities (including through technology parks and business incubators) and networks for technological innovation in industry, giving particular attention to institution-building and restructuring, human resources development, benchmarking and the industrial application of available generic technologies, such as biotechnology and new materials;

03: Implementing the UNIDO programme on specialized international technology centres which, through international collaboration and the development of strategic alliances, provide a mechanism for effectively linking technology promotion with investment opportunities.

Resources

C.12. International technology centres established by UNIDO include the International Centre for Science and High Technology (ICS), the International Centre for Application of Solar Energy (CASE) and the now autonomous International Centre for Genetic Engineering and Biotechnology (ICGEB). The establishment of the following new centres, based on preparatory activities carried out in the previous biennium will be pursued: International Centre for Hydrogen Energy Technology (ICHET), International Centre for Materials Evaluation Technology (ICMET), International Centre for Advancement in Manufacturing Technology (ICAMT), International Materials Assessment and Application Centre (IMACC) and the Mediterranean Centre for Marine Industrial Technologies. It will be ensured that any new centres are fully self-financed by extrabudgetary contributions, with UNIDO's role being a "godfather" providing catalytic support in the initial stages of operation.

C.13. In addition to the staff resources allocated to the Subprogramme, consultant funds will be required for preparation of teaching modules and training material on technology transfer and negotiation, guidelines on effective management of technology parks and business incubators, technical papers on industrial applications of emerging technologies and advice on commercialization of selected technology areas within the framework of UNIDO global technology centres. Meeting funds will be used for expert discussion on new strategies and action plans for technological capacity-building in developing countries. Travel funds will be required for the development and formulation of technical cooperation programmes and projects; directing and monitoring existing global technology centres and participating in events related to the promotion of emerging technologies. Printing funds, and language and documentation services will be used for teaching modules, guidelines, promotional materials, publications on emerging technologies and other relevant documentation. Provision is also made for communications.

Subprogramme C.1.3: Industrial Information and Networking

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	2,339.5	67.0	2,406.5
Consultants	56.0	2.2	58.2
Meetings	68.0	2.0	70.0
Official travel	16.5	0.4	16.9
Contractual services	30.0	0.7	30.7
General operating expenses	29.4	1.1	30.5
Other expenditures	126.0	5.4	131.4
Regular budget	2,665.4	78.8	2,744.2
Operational budget (OB)			
Staff costs	691.9	23.8	715.7
Official travel	35.5	0.9	36.4
General operating expenses	16.4	0.5	16.9
Operational budget	743.8	25.2	769.0
Total resources	3,409.2	104.0	3,513.2

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	9.0	9.0	18.0
General Service	10.0	10.0	20.0
Total	19.0	19.0	38.0

Objective

C.14. The objective of the Subprogramme is to support the investment and technology services as well as other programmes of UNIDO through the provision and networking of relevant industrial information in a coherent, synergetic and coordinated manner. The Subprogramme will also build up sustainable national and regional information networks and related capabilities to meet the technology, investment and business information needs of industries in developing countries and countries with economies in transition.

Activities and outputs

C.15. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Establishing a global information network for investment and technology promotion with emphasis on the needs of small and medium industries, comprising UNIDO IPS offices, national investment promotion agencies in developing countries, existing and emerging national/international technology centres, industrial information services and subcontracting exchanges;

02: Integrating all UNIDO information and networking services and their on-line provision via UNIDO's business World Wide Web site through establishing a UNIDO electronic exchange (e-mart) on technology and investment partnerships, thereby providing substantive support to Intechmarts and other fora in ensuring easy access to investment and technology project profiles;

03: Developing and implementing integrated regional industrial information programmes consisting of regional and national technical cooperation projects. Special emphasis will be placed on:

(a) Upgrading skills of information specialists in providing information, brokering and other value added services to industry, business and Governments;

(b) Enhancing the effectiveness of the regional information programmes through INTIB regional meetings, and an INTIB Advisory Group meeting.

04: Providing information support for strengthening UNIDO sectoral and SMI networks with emphasis on clean technologies, especially through the National Cleaner Production Centres (NCPC) programme; and operating and expanding the International Referral System on specialized information sources on technology transfer, investment and finance;

05: Providing electronically available information on availability of and access to global human resource development opportunities in the field of industrial development.

Resources

C.16. In addition to the staff resources allocated to the Subprogramme, consultant funds will be used for advisory services on developing and upgrading information service networks. Meeting funds are required for four INTIB regional meetings to review and enhance the effectiveness of the networks and one meeting of the INTIB Advisory Group. Travel funds will be required for promoting INTIB and attendance of regional, international and inter-agency conferences. Printing funds will be required for the publication of the Directory on Industrial Information Sources on Technology and Investment, for promotional material on networking activities and documentation for meetings of INTIB. Funds for contractual services are required to cover the cost of analysing, indexing and abstracting UNIDO documents and integrating those inputs into the INDIS database and Internet. Provision is also made for communications, and language and documentation services.

Programme C.2: Industrial Policies and Strategies

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	6,856.1	143.7	6,999.8
Consultants	346.5	15.6	362.1
Meetings	64.0	1.8	65.8
Official travel	113.0	3.0	116.0
Contractual services	104.0	2.5	106.5
General operating expenses	93.3	3.5	96.8
IDDA supplementary	1,000.0	45.4	1,045.4
Other expenditures	808.5	30.9	839.4
Regular budget	9,385.4	246.4	9,631.8
Operational budget (OB)			
Staff costs	1,002.1	26.9	1,029.0
General operating expenses	32.6	1.1	33.7
Operational budget	1,034.7	28.0	1,062.7
Total RB/OB	10,420.1	274.4	10,694.5
Technical cooperation (non-RB)			12,700.0
Total resources			23,394.5

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	25.0	25.0	50.0
General Service	19.0	19.0	38.0
Total	44.0	44.0	88.0

By Subprogramme

		Staffing		Regular and operational budgets	Technical cooperation	TOTAL
		P	GS			
C.2.1.	Industrial Analysis and Policy Advice	36.0	20.0	7,717.0		7,717.0
C.2.2.	Industrial Statistics	14.0	18.0	2,977.5		2,977.5
C.2.	Total Programme	50.0	38.0	10,694.5		10,694.5

Objective

C.17. The objective of the Programme is to carry out UNIDO's global forum function in the field of industrial strategies and policies through the provision of support for developing countries and countries with economies in transition in formulating and implementing such policies and strategies.

C.18. The Programme will also develop indicators for industrial performance benchmarking as well as reliable, internationally comparable industrial statistics of developing countries and countries with economies in transition.

C.19. The Programme integrates action-oriented studies and industrial analyses with direct policy advisory and technical cooperation services.

Composition

C.20. The Programme comprises two Subprogrammes:

C.2.1: Industrial Analysis and Policy Advice
C.2.2: Industrial Statistics

Subprogramme C.2.1: Industrial Analysis and Policy Advice

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	4,353.1	104.3	4,457.4
Consultants	280.0	12.7	292.7
Meetings	64.0	1.8	65.8
Official travel	68.0	1.9	69.9
Contractual services	104.0	2.5	106.5
General operating expenses	64.0	2.4	66.4
IDDA supplementary	1,000.0	45.4	1,045.4
Other expenditures	762.7	29.0	791.7
Regular budget	6,695.8	200.0	6,895.8
Operational budget (OB)			
Staff costs	775.8	20.1	795.9
General operating expenses	24.4	0.9	25.3
Operational budget	800.2	21.0	821.2
Total resources	7,496.0	221.0	7,717.0

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	18.0	18.0	36.0
General Service	10.0	10.0	20.0
Total	28.0	28.0	56.0

Objective

C.21. The objective of the Subprogramme is to support sustained industrial development through creating a conducive enabling environment, formulating and implementing industrial policies and strategies as well as performance benchmarking, based on action-oriented industrial studies and analyses at the country, regional and global level.

Activities and outputs

C.22. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Building capacities for the formulation and implementation of industrial policies and strategies by undertaking:

(a) Comparative analyses of cross-country experiences and international best practices of industrial development policies and strategies for promoting competitiveness, enhancing productivity, and promoting domestic and foreign investment. In this context, a major study mandated in General Assembly resolution 51/170 will be carried out by UNIDO, in cooperation with other relevant United Nations agencies. A global information base will be established to identify and assess appropriate industrial policies and strategies for specific country circumstances;

(b) Support programmes, at the country level, for interactive policy formulation by public decision makers and private industry, with special emphasis on African countries under IDDA resources;

(c) Support to (sub-) regional integration arrangements with a view to better integrating industrial structures and promoting industrial cooperation;

(d) Monitoring emerging trends at the international level regarding industrial implications of WTO agreements and other trade-, investment- and competition-related agreements and supporting developing countries in the required adjustments of their industrial policies.

02: Industrial development of regions within countries:

(a) A support programme based on best practices in regional industrial development policies, including strengthening links between universities, research institutions and industry;

(b) Capacity-building through technical cooperation programmes for regional development, including special programmes on different institutional mechanisms: establishment of business incubators; guidelines for the establishment of industrial zones and parks; schemes for self-assessment and self-improvement of industrial estates, science and technology parks;

(c) Development of a methodology to assess the performance of specific industrial processes in selected regions against appropriate benchmarks and social parameters, and formulation of improvement programmes;

(d) Direct advisory services upon request.

03: Sectoral surveys in support of UNIDO technical cooperation activities:

(a) Surveys of major sectors of industry with a view to identifying their development potential, critical support and human resource development requirements and policy options for enhancing performance. Special attention will be given to agro-related industries in African countries and LDCs, and the needs of both public and private sector decision makers;

(b) An expert group meeting and policy seminars to review progress and devise policy and other measures in support of the development of industrial priority sectors in Africa in the framework of the Alliance for Africa's Industrialization.

04: Social implications of the industrial restructuring process:

(a) Analyses, guidelines and technical cooperation related to the preparation, findings and follow-up of major international conferences, such as the Copenhagen Conference on Social Responsibility of Enterprises (October 1997), with particular attention to the integration of women in industrial development;

05: Debate on global industrial issues:

(a) Analyses of major issues in global industrial development with emphasis on the priority themes and geographical focus - Africa and LDCs - of UNIDO with a view to providing industrial policy and strategy advice;

(b) Preparation of one focused and topical flagship report on global industry;

(c) A support programme in cooperation with Subprogramme C.2.2 (Industrial Statistics) to develop a system of UNIDO Industrial Indicators to provide a comparative assessment of levels of industrial development and to monitor industrial development trends.

Resources

C.23. In addition to the staff resources allocated to the Subprogramme, consultant funds will be required for analyses of current industrial policy trends, good practices in regional policies, establishment of a regional typology; developing and adapting data collection and methodology for international benchmarking, data and analyses for international, country and industrial sector surveys, industrial policy studies and selected studies on emerging trends and issues related to global industrial development. Meeting funds are required for expert meetings on appropriate policy instruments for regional industrial development policies, for assessing global economic and industrial trends and to review the progress of key industrial sectors in Africa in the light of the objectives of the Alliance for Africa's Industrialization and in connection with the preparation of Industrial Sector Surveys. Travel funds will be required for project formulation missions, for representing UNIDO at high-level meetings and conferences, particularly on regional industrial development and on managed workspace, for carrying out UNIDO's global forum function, to consult with international organizations, cooperating research organizations, donor countries and recipient Governments on new programme initiatives and to review progress in studies with external consultants. Printing funds and language and documentation services will be needed for the annual flagship publications on global industry and for other studies and publications issued by the Subprogramme. Provision is made for the IDDA supplementary activities to assist in interactive policy formulation. Provision is also made for communications and miscellaneous expenditures.

Subprogramme C.2.2: Industrial Statistics

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	2,503.0	39.4	2,542.4
Consultants	66.5	2.9	69.4
Official travel	45.0	1.1	46.1
General operating expenses	29.3	1.1	30.4
Other expenditures	45.8	1.9	47.7
Regular budget	2,689.6	46.4	2,736.0
Operational budget (OB)			
Staff costs	226.3	6.8	233.1
General operating expenses	8.2	0.2	8.4
Operational budget	234.5	7.0	241.5
Total resources	2,924.1	53.4	2,977.5

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	7.0	7.0	14.0
General Service	9.0	9.0	18.0
Total	16.0	16.0	32.0

Objective

C.24. The objective of the Subprogramme is to support UNIDO's global forum function through the provision of timely, reliable and internationally comparable industrial statistics of developing countries and countries with economies in transition, the promotion of international standards related to industrial statistics, as well as technical cooperation in the production and utilization of industrial statistics.

Activities and outputs

C.25. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Acquisition of industrial data:

(a) Collection, processing and presentation of industrial statistics as well as the provision of support services and technical cooperation for users of data and promotion of internationally acceptable data compilation procedures;

(b) Maintenance and updating of several statistical databases comprising various industrial and related data;

(c) Preparation of a number of regular and special publications, including the International Yearbook of Industrial Statistics, the Statistical Review of Economic Performance of Industry and UNIDO's Industrial Statistics Database Methodological Notes (one issue each).

02: Dissemination of industrial statistics:

(a) Development of systems for integrating industrial statistics into useable databases and user-friendly statistical products and services for public distribution, as well as provision of supporting inputs for UNIDO's technical cooperation programmes and promotion of international recommendations regarding the utilization of industrial statistics;

(b) Development of computerized systems for the storage of statistical data in machine-readable form;

(c) A wide range of statistical products and services, including simple self-service products; standard off-the-shelf products and service packages; and more complex, tailor-made services;

(d) Preparation of training materials for UNIDO staff at Headquarters and in the field for the use of data utilization software;

(e) Technical cooperation services to strengthen national capacities in the collection, processing and analysis of industrial statistics.

03: Statistical research and development:

(a) Methodological support for the above activities;

(b) Applied research in the field of industrial statistics as well as analyses to turn data into useful information, in particular the development of indicators of sustainable development;

(c) A variety of methodological publications, including Manual on Conducting National Industrial Surveys, Manual on Industrial Accounts and Thirty Years of Industrial Statistics.

Resources

C.26. In addition to the staff resources allocated to the Subprogramme, consultant funds are required for the preparation of Manuals on Industrial Accounts and the Manual on Conducting Industrial Surveys, the development of improved statistical and computerized systems for data storage, retrieval and dissemination, and for the development of indicators on sustainable development and industrial competitiveness. Travel funds are required to attend regular inter-agency meetings on statistical activities. Provision is also made for communications, printing, and language and documentation services.

Programme C.3: Institutional Capacity-building

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	5,963.1	140.4	6,103.5
Consultants	132.1	5.8	137.9
Meetings	100.0	2.7	102.7
Official travel	55.3	1.4	56.7
General operating expenses	92.9	3.4	96.3
IDDA supplementary	1,588.7	72.1	1,660.8
Other expenditures	787.7	27.7	815.4
Regular budget	8,719.8	253.5	8,973.3
Operational budget (OB)			
Staff costs	2,424.5	81.5	2,506.0
Official travel	51.0	1.3	52.3
General operating expenses	38.4	1.3	39.7
Operational budget	2,513.9	84.1	2,598.0
Total RB/OB	11,233.7	337.6	11,571.3
Technical cooperation (non-RB)			40,900.0
Total resources			52,471.3

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	29.0	29.0	58.0
General Service	16.0	16.0	32.0
Total	45.0	45.0	90.0

By Subprogramme

		Staffing P	GS	Regular and operational budgets	Technical cooperation	TOTAL
C.3.1.	Small and Medium Industry and Private Sector Development	36.0	20.0	6,827.6		6,827.6
C.3.2.	Quality, Standardization and Metrology	22.0	12.0	4,743.7		4,743.7
C.3.	Total Programme	58.0	32.0	11,571.3		11,571.3

Objective

C.27. The objective of the Programme is to carry out UNIDO's global forum function through the creation of a conducive environment for the development of a competitive, private sector-driven industrial sector based on small and medium industries supported by enhanced institutional and human capacities in the areas of quality, standardization and metrology.

C.28. The Programme is an explicit recognition of the critical role of small and medium enterprises and quality requirements for the sustained development of industry and the private sector.

Composition

C.29. The Programme consists of two Subprogrammes:

C.3.1: Small and Medium Industry and Private Sector Development
C.3.2: Quality, Standardization and Metrology

Subprogramme C.3.1: Small and Medium Industry and Private Sector Development

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	3,757.4	90.2	3,847.6
Consultants	60.0	2.7	62.7
Meetings	64.0	1.8	65.8
Official travel	17.0	0.4	17.4
General operating expenses	67.0	2.5	69.5
IDDA supplementary	700.0	31.8	731.8
Other expenditures	512.9	17.3	530.2
Regular budget	5,178.3	146.7	5,325.0
Operational budget (OB)			
Staff costs	1,386.0	48.4	1,434.4
Official travel	51.0	1.3	52.3
General operating expenses	15.4	0.5	15.9
Operational budget	1,452.4	50.2	1,502.6
Total resources	6,630.7	196.9	6,827.6

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	18.0	18.0	36.0
General Service	10.0	10.0	20.0
Total	28.0	28.0	56.0

Objective

C.30. The objective of the Subprogramme is to establish a policy and institutional environment conducive to the development of a vibrant, competitive private industrial sector, particularly through enhancing the contribution of small- and medium-scale industries (SMIs) to industrial growth, productivity and competitiveness.

C.31. The core of the Subprogramme is devoted to the development of SMIs, especially through development of clusters and well-functioning networks of support services and institutions, as well as promoting best practice principles regarding support of SMIs.

Activities and outputs

C.32. During the biennium, the Subprogramme will focus its activities on the following areas:

01: SMI policies, strategies and programmes with emphasis on:

(a) Technical cooperation programmes to assist in improving the governance of the SMI sector - particularly in cooperation between government and the private sector - and in establishing support systems for improving access of SMIs to financial, information, human and technological resources;

(b) Establishment of a network of institutions and experts to provide information, advisory services, training, including the development of a research network and an electronic communication platform on SMI-related issues;

(c) A series of expert group meetings to evaluate and disseminate best practices in SMI support programmes.

02: Institutional support:

(a) Development and strengthening of a policy and institutional framework for mainstreaming of gender issues, including through guidelines, manuals and training workshops;

(b) Support programmes for associations of industries, chambers of commerce and industry and other industrial organizations to enhance their capacities to render quality services to their members;

(c) Technical cooperation programmes to build up national consulting capacities, business support networks and learning programmes in the area of industrial organization, management and marketing, as well as the establishment and networking of subcontracting exchanges;

(d) Preparation of action-oriented reports on sustainable urban industrial development, as well as cooperation programmes with the City of Vienna and selected cities in developing countries and countries with economies in transition as a follow-up to HABITAT II.

03: Subsectoral SMI clusters:

(a) Technical cooperation programmes to promote and support the organization and development of innovative and competitive SMI clusters, including the training of staff in the public and private sectors, with special emphasis on African countries under IDDA resources;

(b) Preparation of action-oriented reports on development trends, approaches and measures in the field of SMI clusters;

(c) Meetings of the Advisory Group on UNIDO's high-impact programme: "Strategies to promote competitive and innovative SMI clusters".

04: Rural industrial development:

(a) Technical cooperation programmes to strengthen local capacities to support the development of rural micro and small-scale industries and to address constraints on the rural business environment, particularly aiming at redressing rural-urban imbalances and rural poverty;

(b) Establishment of a network of rural industry development institutions to share good practices on policy-level interventions and technical cooperation activities, particularly targeting sub-Saharan Africa and LDCs and using IDDA resources;

(c) Development of special support tools to improve the productivity and competitiveness of rural micro and small-scale industries under IDDA resources.

Resources

C.33. In addition to the staff resources allocated to the Subprogramme, consultant funds will be required for organizing a network of institutions and experts and to establish an electronic platform for information, advisory services, and training and research on SMI-related issues. Funds will also be required for developing learning programmes for new entrepreneurs, for policy papers on SMI development, building up national consulting capacities and for mainstreaming of gender issues. Meeting funds are needed for analysing and disseminating best practices in SMIs and for the Advisory Group on the SMI High Impact Programme. Travel funds will be used for participation in key meetings and donor conferences related to promotion of SMI programmes, gender mainstreaming and for giving support to the research network. Printing funds will be needed for dissemination of results and experience from the SMI programme to member countries, particularly to LDCs and African countries. Funds under IDDA supplementary activities will develop comprehensive strategies for promoting competitiveness of small and medium industries. Provision is also made for communications, miscellaneous, and language and documentation services.

Subprogramme C.3.2: Quality, Standardization and Metrology

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	2,205.7	50.2	2,255.9
Consultants	72.1	3.1	75.2
Meetings	36.0	0.9	36.9
Official travel	38.3	1.0	39.3
General operating expenses	25.9	0.9	26.8
IDDA supplementary	888.7	40.3	929.0
Other expenditures	274.8	10.4	285.2
Regular budget	3,541.5	106.8	3,648.3
Operational budget (OB)			
Staff costs	1,038.5	33.1	1,071.6
General operating expenses	23.0	0.8	23.8
Operational budget	1,061.5	33.9	1,095.4
Total resources	4,603.0	140.7	4,743.7

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	11.0	11.0	22.0
General Service	6.0	6.0	12.0
Total	17.0	17.0	34.0

Objective

C.34. Within the context of industrial modernization and restructuring, the objective of the Subprogramme is to build appropriate institutional and human capacities in the areas of quality, standardization and metrology (QSM) thereby enhancing quality, productivity and competitiveness as well as safety and consumer protection.

C.35. The Subprogramme will have the dual role of fulfilling one of the most important global forum functions of UNIDO as well as providing technical cooperation with accreditation, standardization and metrology bodies and industrial institutions to bring them up to international standards and enable industries in developing countries and countries with economies in transition to compete successfully in global markets.

Activities and outputs

C.36. During the biennium, the Subprogramme will focus on the following areas:

01: Providing a global forum on standards and metrology:

(a) Surveys and expert group meetings on the need to enhance capacities to meet ISO standards, labels and marks;

(b) In this context, establishment and maintenance of a data bank.

02: Establishing and upgrading standardization and metrology bodies and testing facilities:

(a) Direct advisory services on industrial and legal metrology standards as well as on the design and implementation of compulsory standards and quality requirements;

(b) Technical cooperation programmes for the design and operation of QSM bodies and testing laboratories and harmonization of standards for subregional markets.

03: Assisting accreditation bodies to achieve multilateral agreement on recognition of measurement laboratories and certificates for ISO 9000 and ISO 14000 standards:

(a) In this context, as a partner to ISO and the International Accreditation Forum (IAF), UNIDO will support the facilitation and promotion of multilateral agreements among developed and developing countries and countries with economies in transition, *inter alia*, through: pre-audit of accreditation bodies, establishment and operation of accreditation schemes and bodies as well as accreditation of laboratories; mutual recognition of measurement certificates, capacity-building and training for implementation of ISO guides 25, 61 and 62;

04: Directly assisting Governments and industrial institutions to strengthen their capacity to provide support for continuous improvement and total quality management, as well as implementation of ISO 9000 and ISO 14000 labels, certification and conformity marks:

(a) Quality and management surveys and diagnostic analyses;

(b) Capacity-building and institutional strengthening of industry associations, standardization bodies, chambers of commerce and other industrial support institutions;

(c) Establishment and operation of certification schemes;

(d) Development of software packages, such as Business Environment Strategy Tool kit (BEST) and Financial Improvement Tool kit (FIT), and other supportive business tools and methodologies;

(e) Technical cooperation programmes for training lead-auditors, lead-assessors and internal auditors and other staff for implementation of ISO standards;

(f) Advice to Governments in modern methodologies for industrial restructuring, including diagnostic surveys of groups of enterprises, developing management consulting capabilities and establishing competitiveness centres.

C.37. This Subprogramme is among the priorities of IDDA. Under IDDA resources, awareness programmes for African industry and Governments on ISO 9000 and ISO 14000 requirements will be conducted; relevant information on international standards will be disseminated; local facilities, equipment and legislative frameworks for standards and legal metrology will be assessed and technical barriers to trade for African manufacturers identified; and institutional and human capacities enhanced for the introduction of total quality management and continuous improvement methodologies.

Resources

C.38. In addition to the staff resources allocated to the Subprogramme, consultant funds will be required for standards, metrology and accreditation, including expertise on software packages and methodologies for business decision-making. One expert group meeting will be organized in order to review progress and agree on methodologies for the pre-auditing scheme of accreditation bodies. Travel funds will be required for representing UNIDO at high-level international meetings and conferences on quality, standardization and metrology, and for negotiations and cooperation with partner organizations, as well as for programme formulation missions. Printing funds and language and documentation services will be required for disseminating the results of the Subprogramme and for promoting UNIDO as a partner for accreditation bodies in developing countries in their attempts to achieve international recognition as a prerequisite for competitiveness. Provision is made for IDDA supplementary activities for increasing quality, competitiveness and safety of African industries, and reducing the effects of technical barriers to trade originating from international standards and regulations. Provision is also made for communications and miscellaneous expenditures.

Programme C.4: Integrated Agro-industry Development

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	3,173.9	83.9	3,257.8
Consultants	63.4	2.2	65.6
Official travel	117.6	2.2	119.8
General operating expenses	46.5	1.6	48.1
IDDA supplementary	400.0	18.0	418.0
Other expenditures	28.0	1.2	29.2
Regular budget	3,829.4	109.1	3,938.5
Operational budget (OB)			
Staff costs	1,763.2	45.2	1,808.4
Official travel	49.6	0.9	50.5
General operating expenses	42.2	1.3	43.5
Operational budget	1,855.0	47.4	1,902.4
Total RB/OB	5,684.4	156.5	5,840.9
Technical cooperation (non-RB)			26,300.0
Total resources			32,140.9

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	15.6	15.6	31.2
General Service	11.6	11.6	23.2
Total	27.2	27.2	54.4

By Subprogramme

	Staffing P	Staffing GS	Regular and operational budgets	Technical cooperation	TOTAL
C.4.1. Agro-industries	22.8	18.6	4,212.0		4,212.0
C.4.2. Agro-support Industries	8.4	4.6	1,628.9		1,628.9
C.4. Total Programme	31.2	23.2	5,840.9		5,840.9

Objective

C.39. The objective of the Programme is to support developing countries and countries with economies in transition, especially those in Africa and the least developed countries, in their endeavours to enhance the value added of their agricultural resources through industrial processing, and by fostering linkages, in particular with various agro-support industries, integrate agro-industries better into overall industrial structures, thus maximizing their impact on employment creation and poverty alleviation.

Composition

C.40. The Programme comprises two Subprogrammes:

C.4.1: Agro-industries
C.4.2: Agro-support Industries

Subprogramme C.4.1: Agro-industries

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	2,220.3	65.6	2,285.9
Consultants	39.4	1.4	40.8
Official travel	81.6	1.8	83.4
General operating expenses	30.7	1.1	31.8
IDDA supplementary	200.0	9.0	209.0
Other expenditures	14.0	0.6	14.6
Regular budget	2,586.0	79.5	2,665.5
Operational budget (OB)			
Staff costs	1,428.1	33.0	1,461.1
Official travel	49.6	0.9	50.5
General operating expenses	33.8	1.1	34.9
Operational budget	1,511.5	35.0	1,546.5
Total resources	4,097.5	114.5	4,212.0

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	11.4	11.4	22.8
General Service	9.3	9.3	18.6
Total	20.7	20.7	41.4

Objective

C.41. The objective of the Subprogramme is to support the developing countries, in particular those in Africa and the least developed countries, in achieving sustainable development of the most important sectors of agro-industry, thus contributing to increased domestic processing as well as enhanced export potentials of their agricultural and related natural resources.

C.42. Specifically, the Subprogramme is aimed at contributing to increasing food availability, safety and quality within United Nations system-wide efforts to fight hunger and malnutrition, supporting sustainable development of the leather sector and enhancing competitiveness and export capabilities of natural rubber-based products, enhancing capacities in textiles and garment manufacturing, linking manufacturing with forestry and primary wood processing, promoting economically and environmentally sustainable pulp and paper industries, enhancing competitiveness and export capabilities of natural rubber-based products, and enhancing the sustainable utilization of abundant natural plant resources.

Activities and outputs

C.43. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Food processing:

(a) Technical cooperation and advisory services will support the development and implementation of sound subsectoral development strategies. Emphasis will be given to increasing the competitiveness of the food industry through capacity-building for higher product quality and safety, enhanced domestic value added, development of human resources, particularly women, and better local absorption of transferred technology. Particular attention will be given to the identification of investment opportunities for subsequent promotional efforts under Subprogramme C.1.1. Practices to reduce post-harvest losses will be promoted and the production capacity of appropriate food for malnourished population segments will be enhanced. With a view to introducing the concept of environmental sustainability in the most polluting food industries (sugar, meat, fisheries, dairy, fermentation, etc.), the Subprogramme will seek to increase energy efficiency and biomass utilization, and promote clean technologies, waste minimization, the efficient use of by-products and waste treatment;

02: Leather and rubber processing and products:

(a) Technical cooperation and advisory services will support the development and implementation of sound subsectoral strategies, addressing in an integrated manner issues of productivity and competitiveness, environmental legislation, eco-labelling, and Occupational Safety and Health (OSH) at work. Decision makers and senior managers will be trained in these areas (by using, *inter alia*, a new handbook and software for simulation of sectoral development scenarios as well as through dedicated workshops), and model tanneries and waste treatment plants for OSH demonstration will be established;

(b) The Subprogramme will further promote the transfer and application of adequate technologies for appropriate preservation, collection, standardized classification and grading of raw hides and skins, as well as cleaner leather processing methods, treatment of tannery wastes and utilization of by-products. Industrial-scale demonstration units will be established for this purpose. Assistance will also be rendered and service and training centres created and/or upgraded to support efforts, particularly of African countries, to develop marketing strategies for leather products;

(c) The Subprogramme will continue to rely on the expertise and guidance of the UNIDO Leather Panel with a view to synchronizing international technical cooperation in the leather sector and will establish and support the work of an international committee on eco-labelling for leather and leather products. Footwear and leather products manufacturing enterprises, through supporting institutions, will continue to receive support for enhancing critical skill requirements. This will involve the transfer of appropriate technology and know-how for product design, productivity and quality to improve their world-wide competitive position. Special attention will be given to women entrepreneurs and labourers;

(d) Natural rubber producing countries in Africa and Asia will be supported in small- and medium-scale rubber processing; in strengthening related R and D centres for process and product improvement; and in quality improvements of raw materials (latex) and semi or final products, product design, machinery maintenance, etc. Specifically, capacities will be strengthened in the design and manufacturing of natural rubber-based components for earthquake protection of civil constructions, shoe components, and treatment of rubber effluents.

03: Textile and garment industries:

(a) Activities will concentrate on the development of subsectoral strategies, the promotion of cleaner technologies (including effluent treatment and recycling), the introduction and adoption of textile eco-labelling schemes, and the application of waste-reducing CAD/CAM technologies in the garment industry. In addition, new applications of jute, coir and other natural fibres will be identified and promoted. Emphasis will be given to institutional capacity-building through establishing or upgrading R and D centres and training institutions, and developing comprehensive professional and vocational training programmes addressing, *inter alia*, in cooperation with Subprogramme C.3.2. Total Quality Management (TQM) and manufacturing technologies. Regional workshops will train managers and technicians in performance benchmarking and productivity comparisons. Special focus will be given to building and upgrading national capacities in small-scale textile and garment manufacturing and entrepreneurship, particularly in Africa;

04: Wood processing and products:

(a) Developing countries will be supported in developing integrated and sustainable wood industry programmes addressing the entire production chain from raw material supplies to primary and secondary wood processing and marketing of wood products. Wood (together with coconut stems and bamboo) will be promoted as engineering and construction materials and harmonized timber design codes and standards will be developed at the regional, and ultimately, global level. UNIDO will also establish partnerships, especially in the manufacturing of wood and rattan furniture and other wood products, in selected countries, and exercise an overall coordination function for technical cooperation in the wood sector. A Wood Industries Advisers Group will be established to guide the medium- to long-term orientation of the wood programme;

05: Pulp and paper:

(a) The environmental and environmentally sound development of pulp and paper industries will be promoted with emphasis on utilization of agricultural residues and non-wood raw materials, waste paper recycling, adaptation and transfer of cleaner technologies, pollution control and institutional support to small and medium industries, including those producing handmade paper;

(b) Specifically, two large-scale projects, on sisal and abaca (funded by the Common Fund for Commodities) will be implemented and new programme concepts will be formulated for submission to potential donors. Workshops and training materials will focus on the dissemination of cleaner technologies, wood and non-wood raw materials.

06: Essential oils and aromatic and medicinal plants:

(a) Support will be rendered for the sustainable utilization of abundant plant resources for income generation, thus contributing to rural industrial development. Eco-friendly technologies will be introduced and quality assurance methods applied. Activities will focus on strengthening R and D capabilities, above all in developing competitive products, and on information dissemination, *inter alia*, through a manual on bioactivity screening and the building up of an African network on medicinal and aromatic plants as a pilot effort for creating similar networks in other developing regions.

C.44. Under IDDA resources, the Subprogramme will conduct surveys on the industrial utilization and processing of agro-resources as an input to national round tables and investment forums.

Resources

C.45. In addition to the staff resources allocated to the Subprogramme, consultant funds will be required for further elaboration of the concept of environment sustainability in the most polluting foods industries; handbook with software for simulation of different scenarios in the sector; preparation of a series of interactive multimedia CD/ROMs covering various types of sewing machines; background documentation for the Wood Industries Advisers Group and a booklet on cleaner technologies for the pulp and paper industry. Travel funds will be used to undertake programming missions, participate in international workshops and conferences, for inter-agency consultations, meetings of the forestry advisory group, attendance of exhibitions and funds mobilization missions. Provision is made for IDDA supplementary activities for the industrial transformation of natural resources, particularly through development of agro-industries and other natural resource-based industries, and for communications.

Subprogramme C.4.2: Agro-support Industries

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	953.6	18.3	971.9
Consultants	24.0	0.8	24.8
Official travel	36.0	0.4	36.4
General operating expenses	15.8	0.5	16.3
IDDA supplementary	200.0	9.0	209.0
Other expenditures	14.0	0.6	14.6
Regular budget	1,243.4	29.6	1,273.0
Operational budget (OB)			
Staff costs	335.1	12.2	347.3
General operating expenses	8.4	0.2	8.6
Operational budget	343.5	12.4	355.9
Total resources	1,586.9	42.0	1,628.9

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	4.2	4.2	8.4
General Service	2.3	2.3	4.6
Total	6.5	6.5	13.0

Objective

C.46. The objective of the Subprogramme is to support developing countries, particularly those in Africa and the least developed countries, in strengthening those industrial subsectors which provide crucial inputs for productive and efficient agro-industries. Specifically, the Subprogramme is aimed at developing sustainable agricultural machinery industries, promoting rural development with special attention to women, assisting in the safe production and use of agro-chemicals and in the application of relevant industrial biotechnologies as well as strengthening the local manufacture of improved packaging.

Activities and outputs

C.47. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Agro-machinery:

(a) Activities will be concentrated in sub-Saharan Africa, where countries will be assisted in the design, manufacture and maintenance of equipment used in crop production (including soil preparation), crop processing and irrigation, with a focus on manually powered equipment and draught animal technology. Market surveys will be undertaken to analyse demand and supply patterns and related policy issues. Subsectoral training and design centres and industrial associations will be established or strengthened and agro-machinery information networks with shared design databases will be created with a view to ensuring widest dissemination and application of relevant expertise;

(b) The concept of multipurpose platforms, as successfully developed and applied by UNIDO in the previous biennium, will be applied on a pilot basis in around 15 countries as a means to process food and non-wood forest products, and to use biofuels efficiently. In this field, cooperative links will be established between local research institutions and research institutions in developed countries.

C.48. Under IDDA resources, cooperation will be promoted among African centres of excellence for engineering industries in areas related to agro-support industries.

02: Agro-chemicals:

(a) In cooperation with WHO, FAO, UNEP and relevant NGOs, UNIDO will promote overall safety in the development of non-toxic agro-chemicals (pesticides and fertilizers) as a contribution to increased food security and quality. Through integrated safety guidelines, effluent limitation guidelines, and the strengthening and networking of local centres of excellence, relevant technologies for the selection, formulation, application and proper disposal of environment-friendly agro-chemicals will be promoted with a view to reducing health risks and ecological hazards and contributing to integrated pest management;

03: Biotechnologies:

(a) With a view to progressively replacing chemical products currently used in agricultural production, UNIDO will assist in the development and pilot-scale production of biofertilizers, botanical pesticides and biopesticides as well as microbiological processes for application in agro-processing. An integrated programme on biotechnology for cleaner agro-processing will be developed to assist Governments to formulate appropriate policies and incentives, and industries to improve process efficiency, reduce environmental impacts and better utilize waste materials, including the inherent energy potential. Information will be collated and disseminated on the industrial application of recent technological innovation in these areas. For African countries, a thematic programme (with replicability in other regions) will be developed on biomass energy for industrial development;

04: Packaging technologies:

(a) Support will be rendered to strengthen local packaging industries which in most developing countries are poorly developed, thus resulting in poor food preservation, constraining export potential and, through discarded packaging materials, contributing to urban waste and serious environmental problems. Guidelines will be formulated in compliance with relevant regulations for the selection of appropriate packaging for local, national and export markets and for the recycling of packaging materials. Technological trends in packaging industries will be monitored and relevant information disseminated. Through technical cooperation, the capacities of local packaging design and manufacturing will be strengthened and upgraded;

(b) Related international agreements, such as the Basel Convention dealing with hazardous substances and the Montreal Protocol on ozone-depleting substances will be taken into account.

Resources

C.49. In addition to the staff resources allocated to the Subprogramme, consultant funds will be required for regional and/or national market surveys on demand for and supply of agricultural machinery and related policy issues; the development of integrated safety guidelines and the preparation of a guide for the introduction of multi-purpose platforms. Travel funds will be required to undertake programme and project identification and formulation, market surveys, and to participate in international/regional and inter-agency meetings on agro-chemicals. Provision is made for IDDA supplementary activities aiming at sectoral capacity-building, cooperation with African regional centres of excellence in the field of policy analysis and formulation, industrial technology development and negotiation, and for communications.

Programme C.5: Other Sectoral Capacity-building

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	286.4	5.7	292.1
Consultants	12.0	0.4	12.4
Official travel	43.0	0.8	43.8
General operating expenses	3.8	-	3.8
Regular budget	345.2	6.9	352.1
Operational budget (OB)			
Staff costs	220.0	7.4	227.4
General operating expenses	4.8	-	4.8
Operational budget	224.8	7.4	232.2
Total RB/OB	570.0	14.3	584.3
Technical cooperation (non-RB)			4,400.0
Total resources			4,984.3

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	1.4	1.4	2.8
General Service	1.5	1.5	3.0
Total	2.9	2.9	5.8

By Subprogramme

	Staffing P	Staffing GS	Regular and operational budgets	Technical cooperation	TOTAL
C.5.1. Chemical Industries	1.2	1.0	223.7		223.7
C.5.2. Engineering Industries	1.6	2.0	360.6		360.6
C.5. Total Programme	2.8	3.0	584.3		584.3

Objective

C.50. The objective of the Programme is to strengthen selected basic institutional capacities for the effective promotion of chemical and engineering industries with a view to increasing their productivity and improving quality management.

Composition

C.51. The Programme comprises two Subprogrammes:

C.5.1: Chemical Industries
C.5.2: Engineering Industries

Subprogramme C.5.1: Chemical Industries

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	98.9	2.1	101.0
Official travel	13.0	0.3	13.3
General operating expenses	1.4	-	1.4
Regular budget	113.3	2.4	115.7
Operational budget (OB)			
Staff costs	102.8	2.8	105.6
General operating expenses	2.4	-	2.4
Operational budget	105.2	2.8	108.0
Total resources	218.5	5.2	223.7

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	0.6	0.6	1.2
General Service	0.5	0.5	1.0
Total	1.1	1.1	2.2

Objective

C.52. The objective of the Subprogramme is to strengthen institutional capacities for the promotion of chemical industries (such as industrial and fine chemicals, organic and inorganic chemicals) with a view to achieving their sustainable growth and competitiveness. The Subprogramme is particularly aimed at promoting new concepts of quality and technology management, product life-cycle development and regulatory compliance.

Activities and outputs

C.53. During the biennium, the Subprogramme will focus its activities on the following area:

01: Training programmes will be organized jointly with UNESCO and the International Union of Pure and Applied Chemistry (IUPAC) as well as with the participating organizations of the Inter-Organization Programme for the Sound Management of Chemicals (IOMC) in the management of chemical process technologies. UNIDO will also support international initiatives aimed at reducing, through relevant information and improvement concepts, growing concerns about risks associated with chemical industries.

Resources

C.54. In addition to the staff resources allocated to the Subprogramme, travel funds will be used for attending interregional and regional inter-agency meetings. Provision is also made for communications.

Subprogramme C.5.2: Engineering Industries

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	187.5	3.6	191.1
Consultants	12.0	0.4	12.4
Official travel	30.0	0.5	30.5
General operating expenses	2.4	-	2.4
Regular budget	231.9	4.5	236.4
Operational budget (OB)			
Staff costs	117.2	4.6	121.8
General operating expenses	2.4	-	2.4
Operational budget	119.6	4.6	124.2
Total resources	351.5	9.1	360.6

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	0.8	0.8	1.6
General Service	1.0	1.0	2.0
Total	1.8	1.8	3.6

Objective

C.55. The objective of the Subprogramme is to strengthen institutional capacities for the promotion of selected engineering industries, in particular tools and machine tools as well as metalworking and electronics. The activities are aimed at enhancing productivity and process quality, *inter alia*, through advances in information technologies, improving preventive and predictive maintenance, and advising enterprises, through professional associations, on product design and manufacturing.

Activities and outputs

C.56. During the biennium, the Subprogramme will focus its activities on the following area:

> 01: Upgrading the capabilities and expertise of industry institutions and associations through workshops and pilot demonstration projects, and specifically, supporting professional societies for product design, manufacturing and maintenance and establishing networks of information exchange among them.

Resources

C.57. In addition to the staff resources allocated to the Subprogramme, consultant funds will be required for survey and development of a "networking" guide for regional societies and institutions. Travel funds will be required for participation at international, regional and inter-agency meetings, project identification and formulation, programmes and project promotion. Provision is also made for communications.

Programme C.6: Regular Programme of Technical Cooperation

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Technical cooperation	4,036.9	144.9	4,181.8
Total resources	4,036.9	144.9	4,181.8

Objective

C.58. The objective of the Programme is to enable UNIDO to respond flexibly and effectively to the priority needs of recipient countries and to support the development of comprehensive packages of integrated services for the strengthening of industrial capacities through the strategic use of RPTC resources.

Activities and outputs

C.59. During the biennium, the activities and outputs of the Programme will be formulated on the basis of identified demand and requests received. IDDA activities will focus on the provision of technical cooperation in support of the goals of the Second IDDA and the AAI. Individual programmes and projects will be formulated in accordance with quality criteria and approval procedures established in relevant Director-General's bulletins. A consolidated description of activities foreseen during the biennium 1998-1999 is provided in a separate chapter on RPTC.

Resources

C.60. Indicative resource allocations are made to the Programme for UNIDO priority activities and for technical cooperation in support of the IDDA under the Major Programme.

Programme C.7: Direction and Management

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,309.1	43.1	1,352.2
Official travel	112.0	3.1	115.1
General operating expenses	36.4	0.9	37.3
EDP non-staff costs	986.9	72.0	1,058.9
Other expenditures	658.2	37.2	695.4
Total resources	3,102.6	156.3	3,258.9

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	2.4	2.4	4.8
General Service	4.6	4.6	9.2
Total	7.0	7.0	14.0

Objective

C.61. The objective of the Programme is to provide effective management and direction to the activities of the Major Programme and to ensure effective coordination and cooperation among the component Programmes and Subprogrammes as well as with all other Programmes and Subprogrammes within UNIDO.

Activities and outputs

C.62. The main activities of the Programme are to plan and coordinate the formulation of the work programmes of the Major Programme and its components in accordance with the mandate and the objectives of the Organization and the demands and needs of Member States. It will guide, coordinate, monitor and follow up the implementation of those work programmes and in so doing will ensure the effective and efficient financial and administrative management of the Major Programme.

Resources

C.63. In addition to the staff resources allocated to the Programme, travel resources are required to participate in international and high-level conferences and inter-agency meetings, for interventions on strategic and policy issues at the field level and other high-level missions requested by the Director-General. Provision is made for hospitality and miscellaneous expenditures. Provision has also been made for general temporary assistance and overtime, electronic data processing, career development training, and library services for the entire Major Programme.

MAJOR PROGRAMME D: CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	9,974.5	275.6	10,250.1
Consultants	177.4	5.8	183.2
Meetings	50.0	0.8	50.8
Official travel	316.7	6.7	323.4
General operating expenses	173.9	5.0	178.9
EDP non-staff costs	275.8	20.4	296.2
Technical cooperation	2,527.2	90.6	2,617.8
IDDA supplementary	85.0	3.7	88.7
Other expenditures	405.8	20.1	425.9
Regular budget	13,986.3	428.7	14,415.0
Operational budget (OB)			
Staff costs	4,167.6	116.0	4,283.6
Consultants	24.6	0.9	25.5
Official travel	150.4	3.8	154.2
General operating expenses	93.0	2.8	95.8
Operational budget	4,435.6	123.5	4,559.1
Total RB/OB	18,421.9	552.2	18,974.1
Technical cooperation (non-RB)			102,200.0
Total resources			121,174.1

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	46.6	46.6	93.2
General Service	31.3	31.3	62.6
Total	77.9	77.9	155.8

By Programme

		Staffing		Regular and operational budgets	Technical cooperation	TOTAL
		P	GS			
D.1.	Cleaner Production	16.4	9.4	2,809.3	8,500.0	11,309.3
D.2.	Applied Environmental Technologies	22.8	14.4	3,765.1	23,400.0	27,165.1
D.3.	International Environmental Agreements	50.8	34.0	8,331.6	70,300.0	78,631.6
D.4.	Regular Programme of Technical Cooperation			2,617.8		2,617.8
D.5.	Direction and Management	3.2	4.8	1,450.3		1,450.3
D.	Total Major Programme	93.2	62.6	18,974.1	102,200.0	121,174.1

Objective

D.1. The objective of the Major Programme is to build and strengthen capacities in developing countries and countries with economies in transition to reduce and mitigate the negative environmental impact of industrial development and, through cleaner production, prevent future environmental damage and pollution, thus ultimately safeguarding the quality of the global ecosystem and human health. Recipient countries will be supported in incorporating cleaner production concepts into industrial processes, monitoring the effectiveness of and applying environmental technologies, and implementing international environmental agreements.

Composition

D.2. The Major Programme comprises five Programmes:

D.1: Cleaner Production
D.2: Applied Environmental Technologies
D.3: International Environmental Agreements
D.4: Regular Programme of Technical Cooperation
D.5: Direction and Management

Programme D.1: Cleaner Production

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,226.5	38.4	1,264.9
Consultants	36.4	1.0	37.4
Meetings	10.0	0.1	10.1
Official travel	51.1	1.0	52.1
General operating expenses	17.2	0.2	17.4
IDDA supplementary	85.0	3.7	88.7
Other expenditures	26.0	0.8	26.8
Regular budget	1,452.2	45.2	1,497.4
Operational budget (OB)			
Staff costs	1,231.6	14.5	1,246.1
Consultants	8.6	0.3	8.9
Official travel	25.4	0.6	26.0
General operating expenses	30.0	0.9	30.9
Operational budget	1,295.6	16.3	1,311.9
Total RB/OB	2,747.8	61.5	2,809.3
Technical cooperation (non-RB)			8,500.0
Total resources			11,309.3

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	8.2	8.2	16.4
General Service	4.7	4.7	9.4
Total	12.9	12.9	25.8

By Subprogramme

	Staffing		Regular and operational budgets	Technical cooperation	TOTAL
	P	GS			
D.1.1. ESID Strategies and Capacity-building	3.0	1.2	452.2		452.2
D.1.2. Environmental Management Standards	6.0	1.2	838.3		838.3
D.1.3. National Cleaner Production Centres	7.4	7.0	1,518.8		1,518.8
D.1. Total Programme	16.4	9.4	2,809.3		2,809.3

Objective

D.3. The objective of the Programme is to build capacity in developing countries to reduce the pollution intensity of industrial processes through (i) policy incentives favouring the use of environmentally sound technologies over pollution control technologies, (ii) supporting the adoption of environmental management standards, and (iii) building institutional capacity to assist small and medium industries implement cleaner production techniques and technologies.

Composition

D.4. The Programme comprises three Subprogrammes:

D.1.1:	Environmentally Sustainable Industrial Development (ESID) Strategies and Capacity-building
D.1.2:	Environmental Management Standards
D.1.3:	National Cleaner Production Centres

Subprogramme D.1.1: ESID Strategies and Capacity-building

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	283.9	8.6	292.5
Consultants	12.0	0.3	12.3
Official travel	17.0	0.4	17.4
General operating expenses	5.4	-	5.4
Other expenditures	7.0	0.2	7.2
Regular budget	325.3	9.5	334.8
Operational budget (OB)			
Staff costs	112.5	1.7	114.2
General operating expenses	3.2	-	3.2
Operational budget	115.7	1.7	117.4
Total resources	441.0	11.2	452.2

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	1.5	1.5	3.0
General Service	0.6	0.6	1.2
Total	2.1	2.1	4.2

Objective

D.5. The objective of the Subprogramme is to support Governments and industry in their joint efforts to develop and implement ESID strategies in the framework of Agenda 21.

Activities and outputs

D. During the biennium, the Subprogramme will concentrate its activities on the following areas:

01: Formulation and implementation of industrial components of national sustainable development strategies as requested in Agenda 21;

02: Promotion and introduction of environmental management tools, such as environmental technology assessments and negotiated industrial permits;

03: Formulation and implementation of area-wide environmental quality management plans in industrial areas causing heavy damage to the environment.

Workshops will be held and training kits prepared in these fields.

Resources

D.7. In addition to the resources allocated to the Subprogramme, consultant funds will be required to elaborate ESID strategies for small industries. Travel funds will be required for participation in the meetings of the IACSD. Provision is also made for communications, printing and language and documentation services.

Subprogramme D.1.2: Environmental Management Standards

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	282.8	6.9	289.7
Consultants	15.0	0.4	15.4
General operating expenses	5.9	0.1	6.0
Other expenditures	7.0	0.2	7.2
Regular budget	310.7	7.6	318.3
Operational budget (OB)			
Staff costs	468.9	10.0	478.9
Official travel	25.4	0.6	26.0
General operating expenses	14.6	0.5	15.1
Operational budget	508.9	11.1	520.0
Total resources	819.6	18.7	838.3

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3.0	3.0	6.0
General Service	0.6	0.6	1.2
Total	3.6	3.6	7.2

Objective

D.8. The objective of the Subprogramme is to contribute to environmentally sound industrial development through the application of environmental management systems (EMS) and related standards allowing industries to respond to environmental challenges in an integrated and proactive manner.

Activities and outputs

D.9. During the biennium, the Subprogramme will concentrate its activities on the following areas:

01: Disseminating information on and supporting the introduction of specific forms of EMS, such as the Eco-Management and Audit scheme (EMAS) of the European Union and ISO 14000;

02: Upgrading industrial associations and related bodies with training programmes and in-plant demonstrations to assist SMIs in setting up EMS;

03: Elaborating subsector specific guidelines on EMS implementation, including norms for continuous improvements in production processes and for environmental controls;

04: Supporting developing countries and countries with economies in transition in the development of appropriate concepts for eco-labelling.

Resources

D.10. In addition to the staff resources allocated to the Subprogramme, consultant funds will be required for the preparation of one subsector guideline on EMS. Travel funds will be required for promoting capacity-building in EMS and ISO 14000 standards. Provision is also made for communications, printing and language and documentation services.

Subprogramme D.1.3: National Cleaner Production Centres

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	659.8	22.9	682.7
Consultants	9.4	0.3	9.7
Meetings	10.0	0.1	10.1
Official travel	34.1	0.6	34.7
General operating expenses	5.9	0.1	6.0
IDDA supplementary	85.0	3.7	88.7
Other expenditures	12.0	0.4	12.4
Regular budget	816.2	28.1	844.3
Operational budget (OB)			
Staff costs	650.2	2.8	653.0
Consultants	8.6	0.3	8.9
General operating expenses	12.2	0.4	12.6
Operational budget	671.0	3.5	674.5
Total resources	1,487.2	31.6	1,518.8

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3.7	3.7	7.4
General Service	3.5	3.5	7.0
Total	7.2	7.2	14.4

Objective

D.11. The objective of the Subprogramme is to facilitate the application of the concept of cleaner industrial production in developing countries and countries with economies in transition, including its incorporation in national environmental legislation and regulations, through establishing sector-wide institutional advisory capacities in the form of National Cleaner Production Centres (NCPC) and strengthening the capacity of existing similar institutions.

Activities and outputs

D.12. The NCPC programme is jointly implemented by UNIDO and UNEP, with UNIDO as the executing agency. Presently, 10 such centres are operational in the following countries: Brazil, China, the Czech Republic, Hungary, India, Mexico, the Slovak Republic, Tunisia, United Republic of Tanzania, and Zimbabwe.

D.13. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Coordinating and strengthening the work of the existing NCPCs, with emphasis on policy advice, training and in-plant demonstrations and on facilitating the transfer and exchange of experience through networking and annual meetings, thus contributing to economic and technical cooperation among participating countries;

02: Expanding the NCPC network to eventually increase the total number of centres to about 20. Specifically, the establishment of new centres is planned in Croatia, Morocco and Viet Nam and a Regional Network for Cleaner Industrial Production is planned for Central America; IDDA resources will be utilized to undertake preparatory assistance for establishing additional NCPCs in African countries;

03: Organizing cleaner production demonstrations in UNIDO subsectoral technical cooperation projects and disseminating information on the results achieved in order to promote subsectoral cleaner production activities;

04: Preparing and disseminating promotional material about the NCPC concept and case studies from individual centres and preparing training kits and other reference material.

Resources

D.14. In addition to the resources allocated to the Subprogramme, consultant funds will be required to prepare service books on cleaner industrial production technologies for two key industries. Meeting funds will be required to analyse the results of Phase I of the NCPC programme and make recommendations for Phase II. Travel funds will be required for the preparatory missions for the establishment of new NCPCs; evaluation of operational National Cleaner Production Centres; organizing cleaner production demonstrations and preparatory missions for the EGM to analyse the results of Phase I of the NCPC programme and make recommendations for Phase II. Provision is also made for IDDA supplementary activities to facilitate and propagate the use of cleaner production techniques in African countries and for communications, printing and language and documentation services.

Programme D.2: Applied Environmental Technologies

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	2,686.1	72.8	2,758.9
Consultants	61.0	2.4	63.4
Official travel	110.4	2.3	112.7
General operating expenses	49.1	1.2	50.3
Other expenditures	40.0	1.2	41.2
Regular budget	2,946.6	79.9	3,026.5
Operational budget (OB)			
Staff costs	684.8	23.2	708.0
Consultants	16.0	0.6	16.6
General operating expenses	13.8	0.2	14.0
Operational budget	714.6	24.0	738.6
Total RB/OB	3,765.1	103.9	3,765.1
Technical cooperation (non-RB)			23,400.0
Total resources			27,165.1

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	11.4	11.4	22.8
General Service	7.2	7.2	14.4
Total	18.6	18.6	37.2

By Subprogramme

	Staffing P	Staffing GS	Regular and operational budgets	Technical cooperation	TOTAL
D.2.1. Industrial Water Management	4.0	3.4	720.9		720.9
D.2.2. Industrial and Hazardous Waste Management	5.6	3.2	920.6		920.6
D.2.3. Natural Resource Management	7.4	3.2	1,099.0		1,099.0
D.2.4. Environmental Monitoring and Control	1.8	1.2	332.9		332.9
D.2.5. Chemical Safety	4.0	3.4	691.7		691.7
D.2. Total Programme	22.8	14.4	3,765.1		3,765.1

Objective

D.15. The objective of the Programme is to mitigate the adverse effects of industrial production, transportation and urbanization on the environment and resources of the Earth through promoting the application of technologies related to water management, waste management, chemical safety, environmental monitoring and control, and natural resource management.

Composition

D.16. The Programme comprises the following five Subprogrammes:

D.2.1: Industrial Water Management
D.2.2: Industrial and Hazardous Waste Management
D.2.3: Natural Resource Management
D.2.4: Environmental Monitoring and Control
D.2.5: Chemical Safety

Subprogramme D.2.1: Industrial Water Management

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	501.9	13.8	515.7
Official travel	19.0	0.4	19.4
General operating expenses	7.7	0.2	7.9
Other expenditures	7.0	0.2	7.2
Regular budget	535.6	14.6	550.2
Operational budget (OB)			
Staff costs	147.1	3.2	150.3
Consultants	16.0	0.6	16.6
General operating expenses	3.8	-	3.8
Operational budget	166.9	3.8	170.7
Total resources	702.5	18.4	720.9

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	2.0	2.0	4.0
General Service	1.7	1.7	3.4
Total	3.7	3.7	7.4

Objective

D.17. In view of the increasing recognition of the value of water for human life and sustainable development and the growing global water scarcity, the objective of the Subprogramme is to contribute to the concept of integrated water management, primarily through ensuring adequate water quality for manufacturing industries, treatment of industrial waste water and sewage, and the effective reuse and recycling of water in industrial activities.

Activities and outputs

D.18. During the biennium, the Subprogramme will focus its activities on the following areas:

01: In the context of the ACC and its subcommittees, the United Nations system has developed effective inter-agency cooperation on integrated water management involving UNEP, WHO, WTO, UNDP, the World Bank and UNIDO. In accordance with the role assigned to UNIDO, the

Subprogramme will address the issue of industrial technologies related to the United Nations-wide initiative;

02: Developing the capability of both policy makers and industry in developing countries and countries with economies in transition to adequately solve the problems caused by inadequate practices regarding industrial water use and effluent disposal. This will be particularly important for countries wishing to meet their obligations under the Global Programme of Action for the Protection of the Marine Environment from Land-Based Activities. This activity will be closely linked to the International Waters Programme of the GEF;

03: Within the above framework, the Subprogramme will also establish an information clearing-house on industrial water usage and prepare a standardized methodology for predicting water-borne pollutant discharges from industrial activities. Training material and case studies will be compiled in this area.

Resources

D.19. In addition to the resources allocated to the Subprogramme, consultant funds will be required to prepare guidelines for integrated industrial water management. Travel funds will be required to participate in water-related conferences and United Nations committees on water resources. Provision is also made for communications, printing and language and documentation services.

Subprogramme D.2.2: Industrial and Hazardous Waste Management

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	507.9	12.5	520.4
Consultants	16.0	0.9	16.9
Official travel	27.5	0.6	28.1
General operating expenses	9.2	0.2	9.4
Other expenditures	12.0	0.4	12.4
Regular budget	572.6	14.6	587.2
Operational budget (OB)			
Staff costs	315.0	10.6	325.6
General operating expenses	7.6	0.2	7.8
Operational budget	322.6	10.8	333.4
Total resources	895.2	25.4	920.6

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	2.8	2.8	5.6
General Service	1.6	1.6	3.2
Total	4.4	4.4	8.8

Objective

D.20. The objective of the Subprogramme is to develop capabilities in developing countries and countries with economies in transition to elaborate policies and implement approaches for the treatment, storage and disposal of different types of waste, with emphasis on the technical aspects of waste management, the selection of the most suitable technologies and the potential for waste recycling and/or conversion into useful products.

Activities and outputs

D.21. The Subprogramme will focus on hazardous wastes such as hazardous chemicals and hospital waste, industrial wastes such as fly ash generated by coal-fired utilities, and urban wastes. For projects in countries with economies in transition, the Subprogramme will explore special funding opportunities under the European Union's PHARE and TACIS programmes.

D.22. During the biennium, the Subprogramme will focus its activities on the following areas:

> 01: Collection and dissemination of information and creation of a database on recent developments in the field of waste management, reviewing policy approaches and technological options such as landfilling, incineration, recycling and composting;
>
> 02: Increasing capabilities in recipient countries to adequately manage waste problems and ensuring awareness of related economic, environmental and social issues;
>
> 03: Developing a specific programme for the protection of the environment from wastes generated by oil and hydrocarbon industries in Russia.

Resources

D.23. In addition to the resources allocated to the Subprogramme, consultant funds will be required to prepare guidelines for strategic planning of waste management. Travel funds will be required for participation in United Nations meetings and specialized conferences on hazardous waste, review of technologies, policy approaches and recent developments in the area of waste management and project development and formulation missions. Provision is also made for communications, printing and language and documentation services.

Subprogramme D.2.3: Natural Resource Management

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	963.2	28.0	991.2
Consultants	8.0	0.2	8.2
Official travel	38.0	0.8	38.8
General operating expenses	18.9	0.6	19.5
Other expenditures	7.0	0.2	7.2
Regular budget	1,035.1	29.8	1,064.9
Operational budget (OB)			
Staff costs	32.3	1.8	34.1
Operational budget	32.3	1.8	34.1
Total resources	1,067.4	31.6	1,099.0

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3.7	3.7	7.4
General Service	1.6	1.6	3.2
Total	5.3	5.3	10.6

Objective

D.24. The objective of the Subprogramme is to reduce risks and damage to human health and the environment associated with the processing of mineral resources and to contribute to their sustainable utilization.

Activities and outputs

D.25. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Emphasis will be placed on transforming the artisanal mining and mineral processing activities of developing countries into sustainable operations by promoting best practices to minimize environmental degradation and/or health hazards and establishing environmental accountability in industry and government at the highest management and policy-making levels. The most disastrous environmental impact of artisanal mining/metallic mineral processing is the effect of mercury on human health. The special high impact programme addressing this issue will be further developed and applied in different countries and regions.

02: In addition, information will be prepared and disseminated to developing countries on the sustainable utilization of industrial minerals and on technology sources and options to promote diversity of end-uses, particularly in African LDCs.

Resources

D.26. In addition to the resources allocated to the Subprogramme, consultant funds will be required for preparation of sectoral background documents and training materials on natural resource management. Travel funds will be required for project identification and formulation; preparation of sectoral background information; participation in international, regional and inter-agency meetings. Provision is also made for communications, printing and language and documentation services.

Subprogramme D.2.4: Environmental Monitoring and Control

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	250.7	4.9	255.6
Consultants	13.0	0.3	13.3
Official travel	5.0	-	5.0
General operating expenses	3.6	-	3.6
Other expenditures	7.0	0.2	7.2
Regular budget	279.3	5.4	284.7
Operational budget (OB)			
Staff costs	45.4	1.2	46.6
General operating expenses	1.6	-	1.6
Operational budget	47.0	1.2	48.2
Total resources	326.3	6.6	332.9

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	0.9	0.9	1.8
General Service	0.6	0.6	1.2
Total	1.5	1.5	3.0

Objective

D.27. The objective of the Subprogramme is to enhance developing countries' capacities in effective environmental monitoring and control through promoting the local design, development and manufacturing of required equipment and its application in industrial process optimization as well as introduction of cleaner production technologies.

Activities and outputs

D.28. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Reviewing available technologies and recent developments in equipment and systems designed for monitoring and control of air, water and soil pollution in developing countries;

02: Establishing Environment Pollution Monitoring Networks (EPMS), addressing in particular environmental sensing and response, local control and data acquisition, supervisory control and monitoring, remote sensing, and geographical information systems;

03: Increasing the capacities of developing countries to locally produce components for modern environmental monitoring and control systems, as well as for applying such equipment in specific industrial sectors, with particular emphasis on the chemical industry.

Resources

D.29. In addition to the resources allocated to the Subprogramme, consultant funds will be required for the identification and assessment of existing data on environmental pollution, monitoring and control activities in developing countries. Travel funds will be required for project identification, participation in international, regional and inter-agency meetings. Provision is also made for communications, printing and language and documentation services.

Subprogramme D.2.5: Chemical Safety

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	462.4	13.6	476.6
Consultants	24.0	1.0	25.0
Official travel	20.9	0.5	21.4
General operating expenses	9.7	0.2	9.9
Other expenditures	7.0	0.2	7.2
Regular budget	524.0	15.5	539.5
Operational budget (OB)			
Staff costs	145.0	6.4	151.4
General operating expenses	0.8	-	0.8
Operational budget	145.8	6.4	152.2
Total resources	669.8	21.9	691.7

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	2.0	2.0	4.0
General Service	1.7	1.7	3.4
Total	3.7	3.7	7.4

Objective

D.30. The objective of the Subprogramme is to reduce safety risks for human health and the environment stemming from the production, distribution, use and disposal of chemical products through enhancing capacities, particularly of small and medium industries, for risk management.

Activities and outputs

D.31. The Subprogramme responds to the mandate given under Chapter 19 of AGENDA 21. The members of the Inter-Organization Programme for the Sound Management of Chemicals (IOMC) - FAO, ILO, OECD, UNEP, UNIDO and WHO as well as UNITAR - are actively cooperating in the related activities.

D.32. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Developing and disseminating the concept of an integrated programme on safety in chemical production for small and medium industries;

02: Implementing risk assessment and risk management programmes of various chemical products in industry and transferring relevant methodologies through cooperative activities of IOMC;

03: Upgrading institutional capacities through regional networking for ecotoxicology/environmental monitoring;

04: Developing and disseminating a UNIDO programme on green chemistry and environmentally sustainable manufacture of chemical products in cooperation with IUPAC and UNESCO.

Resources

D.33. In addition to the resources allocated to the Subprogramme consultant funds will be required for developing a programme on green chemistry and environmentally sustainable manufacture of chemical products. Travel funds will be required for participation in inter-agency and other technical meetings on chemical safety. Provision is also made for communications, printing and language and documentation services.

Programme D.3: International Environmental Agreements

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	5,306.0	140.3	5,446.3
Consultants	80.0	2.4	82.4
Meetings	40.0	0.7	40.7
Official travel	127.2	2.7	129.9
General operating expenses	98.5	3.6	102.1
Other expenditures	21.0	0.6	21.6
Regular budget	5,672.7	150.3	5,823.0
Operational budget (OB)			
Staff costs	2,251.2	78.3	2,329.5
Official travel	125.0	3.2	128.2
General operating expenses	49.2	1.7	50.9
Operational budget	2,425.4	83.2	2,508.6
Total RB/OB	8,098.1	233.5	8,331.6
Technical cooperation (non-RB)			70,300.0
Total resources			78,631.6

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	25.4	25.4	50.8
General Service	17.0	17.0	34.0
Total	42.4	42.4	84.8

By Subprogramme

	Staffing P	Staffing GS	Regular and operational budgets	Technical cooperation	TOTAL
D.3.1. Montreal Protocol	35.6	27.0	5,904.0		5,904.0
D.3.2. Climate Change and Energy-efficiency	10.6	4.8	1,682.3		1,682.3
D.3.3. GEF and other Agreements	4.6	2.2	745.3		745.3
D.3. Total Programme	50.8	34.0	8,331.6		8,331.6

Objective

D.34. The objective of the Programme is to support developing countries and countries with economies in transition in their efforts to fulfil the objectives set by, and meet the requirements emanating from, agreements, protocols and conventions established by the international community in the field of environment, thus contributing to the preservation and protection of the global eco-system.

D.35. The Programme reflects the contribution of UNIDO to these priority concerns of the international community in an integrated manner. The most important agreements addressed by UNIDO during the biennium are the Montreal Protocol on Substances that Deplete the Ozone Layer and the United Nations Framework Convention on Climate Change.

Composition

D.36. The Programme comprises three Subprogrammes:

D.3.1: Montreal Protocol
D.3.2: Climate Change and Energy-efficiency
D.3.3: GEF and other Agreements

Subprogramme D.3.1: Montreal Protocol

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	3,876.1	100.8	3,976.9
Consultants	20.0	0.6	20.6
Official travel	43.0	1.0	44.0
General operating expenses	73.5	2.8	76.3
Other expenditures	7.0	0.2	7.2
Regular budget	4,019.6	105.4	4,125.0
Operational budget (OB)			
Staff costs	1,589.6	62.5	1,652.1
Official travel	95.0	2.5	97.5
General operating expenses	28.4	1.0	29.4
Operational budget	1,713.0	66.0	1,779.0
Total resources	5,732.6	171.4	5,904.0

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	17.8	17.8	35.6
General Service	13.5	13.5	27.0
Total	31.3	31.3	62.6

Objective

D.37. In the framework of the Multilateral Fund for the Implementation of the Montreal Protocol (MP), the objective of the Subprogramme is to develop capabilities of government authorities and industries in recipient countries to comply with the MP in the following sectors: refrigeration, including compressors and recovery and recycling of CFC, foam, aerosols, solvents, methyl bromide and production of ozone-depleting substances (ODS). The Subprogramme will aim at enhancing its support particularly to African countries and to small and medium industries.

D.38. The activities of the Subprogramme will be based, *inter alia*, on the agreement between the Executive Committee (EC) of the Multilateral Fund for the Implementation of the MP and UNIDO, as well as all relevant decisions of the meetings of the parties to the MP and the EC. The Multilateral Fund for the Implementation of the MP provides funds for the phasing out of ODS in developing countries (Article 5 countries). Non-Article 5 countries with economies in transition which are signatories to the Montreal Protocol also have an urgent need for both technical and financial assistance in phasing out ODS which eventually will be financed under GEF.

D.39. The Subprogramme liaises with the various MP bodies, linking and coordinating the UNIDO programme with the MP programmes of the other implementing agencies (UNDP, UNEP and the World Bank).

Activities and outputs

D.40. The Subprogramme will contribute to eliminating ozone depleting substances (ODS) used in the manufacture, repair and maintenance of domestic, industrial and commercial refrigerators, freezers, refrigeration systems, air conditioners, insulation panels and compressors. Ozone depleting substances are also being phased out as blowing agents in the foam sector and as propellant in the aerosols manufacturing sector. In the agro-sector ODS are also being phased out in the form of methyl bromide in agro-industries and related activities and CFC in the tobacco industry.

D.41. ODS elimination will be reached by converting the present ozone-depleting technologies into non-ozone depleting ones. Training and other methods are used to design new products and processes. Recovery and recycling of ozone depleting substances is also employed as a means to reduce consumption during transition.

D.42. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Formulating and managing conversion projects in the refrigeration, solvents and halon sectors and analysing the refrigeration sector in developing countries with a view to formulating refrigerant management plans in countries with a low level of ODS consumption, as well as recovery and recycling projects;

02: Formulating and managing projects in the foams and aerosols sectors. Due to the higher inflammability of alternative products, special care will be given to the storage and handling of the different gases;

03: Evaluating existing equipment and its replacement by reliable and safe new equipment provided. Safety certificates of individual items of equipment, systems and complete plants will be issued in accordance with international and local regulations.

04: Formulating and managing projects in soil and non-soil production, in commodity storage as well as in the tobacco industry and collecting and disseminating information on the possible technological alternatives of phasing out methyl bromide in agro-industries and related activities;

05: Formulating UNIDO's policy related to MP (multilateral and bilateral components, reviewing technologies, policy options and recent developments in the entire MP programme, translating Executive Committee decisions into operational instructions for the formulation, approval and implementation of conversion projects and maintaining close links and coordination of activities with the other implementing agencies and Multilateral Fund Secretariat;

06: Representing UNIDO at relevant international fora such as official meetings of the Parties, regional networks of Ozone Officers, and inter-agency meetings;

07: Preparing UNIDO's work programmes, business plans and other relevant technical and policy documents, developing and implementing country programmes on ODS phase-out and institutional strengthening projects and monitoring the progress of future bilaterally-funded programmes, in particular by Australia, Austria, Canada, France, Germany, Italy and USA.

Resources

D.43. In addition to the resources allocated to the Subprogramme, consultant funds will be required for preparatory work of new activities on substitutes for ozone depleting substances. Travel funds will be required for technical monitoring missions and participation in inter-agency and technical meetings, working groups, meetings of Executive Committee and Parties, network and conventions. Provision is also made for communications, printing and language and documentation services.

Subprogramme D.3.2: Climate Change and Energy-efficiency

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,014.3	28.8	1,043.1
Consultants	30.0	0.9	30.9
Meetings	40.0	0.7	40.7
Official travel	74.7	1.6	76.3
General operating expenses	17.9	0.6	18.5
Other expenditures	7.0	0.2	7.2
Regular budget	1,183.9	32.8	1,216.7
Operational budget (OB)			
Staff costs	443.1	8.2	451.3
General operating expenses	13.8	0.5	14.3
Operational budget	456.9	8.7	465.6
Total resources	1,640.8	41.5	1,682.0

Regular and operational budgets

	1998	1999	Total
Professional	5.3	5.3	10.6
General Service	2.4	2.4	4.8
Total	7.7	7.7	15.4

Objective

D.44. Within the framework of the United Nations Framework Convention on Climate Change (UNFCCC), the objective of the Subprogramme is to support developing countries and countries with economies in transition in their endeavours to transform industrial structures towards cleaner and more energy-efficient technologies with special emphasis on adopting energy technologies with low greenhouse gas (GHG) emissions.

Activities and outputs

D.45. The UNFCCC seeks to stabilize atmospheric GHG concentrations at a level that would prevent dangerous anthropogenic interference with the global climate. Under the operational strategy of the Global Environment Facility (GEF), emphasis is on (i) the removal of barriers to energy conservation and energy efficiency, (ii) increased use of available, commercially viable renewable energy technologies, and (iii) reduction of the long-term costs of low GHG-emitting energy technologies.

D.46. During the biennium, the Subprogramme will focus its activities on the following areas:

> 01: In accordance with the above GEF priorities, the Subprogramme will support the application of cost-effective environmentally sound energy technologies in developing countries (with emphasis on countries in Africa, Latin America and South and South-East Asia, including China, and countries with economies in transition);
>
> 02: Sectoral and country papers on measures that contribute to the stabilization of GHG concentrations will be prepared. Specific technical cooperation programmes will be developed and implemented to promote energy conservation, increase energy-efficiency, enhance the utilization of renewable sources of energy, and adopt clean fossil fuel technologies;
>
> 03: Methodologies will be developed to assess GHG emission mitigation technologies and strategies applicable to industry. UNIDO software tools for the evaluation of energy-efficient industrial technologies and processes will be further developed and disseminated.

Resources

D.47. In addition to the resources allocated to the Subprogramme, consultant funds will be required for the further development of UNIDO's programme on industrial energy end-use efficiency methodologies and analytical tools. Meeting funds will be required to promote the programme and disseminate its results. Travel funds will be required for project formulation, participation in meetings of the Climate Change Convention and in energy conferences. Provision is also made for communications, printing and language and documentation services.

Subprogramme D.3.3: GEF and other Agreements

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	415.6	10.7	426.3
Consultants	30.0	0.9	30.9
Official travel	9.5	0.1	9.6
General operating expenses	7.1	0.2	7.3
Other expenditures	7.0	0.2	7.2
Regular budget	469.2	12.1	481.3
Operational budget (OB)			
Staff costs	218.5	7.6	226.1
Official travel	30.0	0.7	30.7
General operating expenses	7.0	0.2	7.2
Operational budget	255.5	8.5	264.0
Total resources	724.7	20.6	745.3

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	2.3	2.3	4.6
General Service	1.1	1.1	2.2
Total	3.4	3.4	6.8

Objective

D.48. The objective of the Subprogramme is to coordinate ongoing and develop new UNIDO activities funded under the GEF in all three major GEF operational areas, i.e. climate change (implemented under subprogramme D.3.2), biodiversity, and international waters. A specific objective of the Subprogramme is to contribute to the international programme on Industrial Pollution Control for the Biodiversity Conservation of Large Marine Ecosystems (LME) of which some 50 have been identified world-wide as constituting the most important global asset of biodiversity and natural resources.

Activities and outputs

D.49. During the biennium, the Subprogramme will focus its activities on the following areas:

01: Collecting and disseminating GEF-specific information and documentation, with emphasis on the countries with economies in transition, and representing UNIDO in GEF-related, strategically important conferences;

02: Through technical cooperation and advisory services, strengthening regional institutional capacities to monitor, assess, prevent and remedy land-based pollution and natural resources; generating regional data sets for use by decision makers; identifying land-based sources of marine pollution from industrial and municipal sources; assisting in the development of national and regional strategies for the management of LME; and developing management tools for industry;

03: As a specific activity, the Subprogramme will assist developing countries in protecting and restoring the health of degrading LME, particularly through regional cooperation in generating and exchanging environmental data and management technologies, thus supporting them in meeting the mandates of Chapter 15 (Biodiversity) and Chapter 17 (Oceans) of Agenda 21.

Resources

D.50. In addition to the resources allocated to the Subprogramme, consultant funds will be required to develop pilot projects and apply incremental cost evaluations. Travel funds will be required for participation in GEF meetings and involvement in relevant project monitoring and coordination missions. Provision is also made for communications, printing and language and documentation services.

Programme D.4: Regular Programme of Technical Cooperation

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Technical cooperation	2,527.2	90.6	2,617.8
Total resources	2,527.2	90.6	2,617.8

Objective

D.51. The objective of the Programme is to enable UNIDO to respond flexibly and effectively to priority needs of recipient countries and to support the development of comprehensive packages of integrated services for cleaner and sustainable industrial development through the strategic use of RPTC resources.

Activities and outputs

D.52. During the biennium, the activities and outputs of the Programme will be formulated on the basis of identified demand and requests received. IDDA activities will focus on the provision of technical cooperation in support of the goals of the Second IDDA and the AAI. Individual programmes and projects will be formulated in accordance with quality criteria and approval procedures established in relevant Director-General's bulletins. A consolidated description of activities foreseen during the biennium 1998-1999 is provided in a separate chapter on RPTC.

Resources

D.53. Indicative resource allocations are made to the Programme for UNIDO priority activities and for technical cooperation in support of the IDDA under the Major Programme.

Programme D.5: Direction and Management

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	755.9	24.1	780.0
Official travel	28.0	0.7	28.7
General operating expenses	9.1	-	9.1
EDP non-staff costs	275.8	20.4	296.2
Other expenditures	318.8	17.4	336.3
Total resources	1,387.6	62.7	1,450.3

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	1.6	1.6	3.2
General Service	2.4	2.4	4.8
Total	4.0	4.0	8.0

Objective

D.54. The objective of the Programme is to provide effective management and direction to the activities of the Major Programme and to ensure the effective coordination and cooperation among the component Programmes and Subprogrammes as well as with all other Programmes and Subprogrammes within UNIDO.

Activities and outputs

D.55. The main activities of the Programme are to plan and coordinate the formulation of the work programmes of the Major Programme and its components in accordance with the mandate and the objectives of the Organization and the demands and needs of Member States. It will guide, coordinate, monitor and follow up the implementation of those work programmes and, in so doing, will ensure the effective and efficient financial and administrative management of the Major Programme.

Resources

D.56. In addition to the staff resources allocated to the Programme, travel resources are required to participate in international and high level conferences and inter-agency meetings, for interventions on strategic and policy issues at the field level and other high level missions requested by the Director-General. Provision is made for communications, hospitality and miscellaneous expenditures, printing and language and documentation services. Provision has also been made for general temporary assistance and overtime, electronic data processing, career development training and library services for the entire Major Programme.

MAJOR PROGRAMME E: REGIONAL PROGRAMME MANAGEMENT

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	13,824.1	197.0	14,021.1
Consultants	70.0	3.1	73.1
Official travel	576.0	34.1	610.1
General operating expenses	2,792.8	205.8	2,998.6
EDP non-staff costs	103.8	7.9	111.7
Technical cooperation	936.3	36.5	972.8
IDDA supplementary	786.3	35.5	821.8
Other expenditures	708.9	25.6	734.5
Total expenditure	19,798.2	545.5	20,343.7
Income			
Staff costs	274.0	(113.6)	160.4
General operating expenses	685.0	50.1	735.1
Total income	959.0	(63.5)	895.5
Regular budget (net)	18,839.2	609.0	19,448.2
Operational budget (OB)			
Staff costs	5,132.7	(132.4)	5,000.3
Official travel	144.0	10.8	154.8
General operating expenses	1,513.2	113.5	1,626.7
Operational budget	6,789.9	(8.1)	6,781.8
Income			
Staff costs	205.5	(85.2)	120.3
General operating expenses	451.8	33.0	484.8
Total income	657.3	(52.2)	605.1
Operational budget (net)	6,132.6	44.1	6,176.7
Total resources (excluding extrabudgetary)	24,971.8	653.1	25,624.9
Extrabudgetary			2,931.0
Total resources			28,555.9

Staffing

	1998	1999	Total
Professional	54.0	54.0	108.0
General Service	73.0	73.0	146.0
Total RB/OB	127.0	127.0	254.0
Professional NPO	30.0	30.0	60.0
Total	157.0	157.0	314.0

By Programme

		Staffing		Regular and operational budgets	Extrabudgetary	TOTAL
	P	NPO	GS			
E.1. Africa	40.0	24.0	56.0	9,645.5	1,172.4	10,817.9
E.2. Arab Countries	16.0	8.0	20.0	3,394.7	683.9	4,078.6
E.3. Asia and the Pacific	22.0	14.0	32.0	4,845.9	390.8	5,236.7
E.4. Europe and NIS	8.0	2.0	8.0	1,511.4	97.7	1,609.1
E.5. Latin America and the Caribbean	20.0	12.0	28.0	4,513.2	586.2	5,099.4
E.6. Regular Programme of Technical Cooperation				972.8		972.8
E.7. Direction and Management	2.0		2.0	741.4		741.4
E. Total Major Programme	108.0	60.0	146.0	25,624.9	2,931.0	28,555.9

Resources (Field and Headquarters)

	Posts		Resources	Percentage
	P	GS		
Field				
Field Offices	35	60	16,803.8	
Regular Programme of Technical Cooperation			972.8	
Extrabudgetary	30		2,931.0	
	65	60	20,707.6	73
Headquarters				
Regional Bureaux	18	12	7,106.9	
Direction and Management	1	1	741.4	
	19	13	7,848.3	27
Total	84	73	28,555.9	100

Objective

E.1. The objective of the Major Programme is to ensure the development of coherent frameworks for UNIDO activities at the regional and country levels, consistent with evolving patterns of demand and in line with UNIDO's mandates, capacities and resources for delivering integrated services. In particular, the Major Programme provides an effective coverage of the countries in each region through the operation of 30 subregional and country offices responsible for programme development, approval and implementation of certain local projects, promotion of UNIDO services, country-level funds mobilization, provision of information services, direct advice and support to technical cooperation activities, as well as participation in and contribution to common country programmes and activities of the United Nations system.

Composition

E.2. The Major Programme comprises seven Programmes:

E.1: Africa
E.2: Arab Countries
E.3: Asia and the Pacific
E.4: Europe and NIS
E.5: Latin America and the Caribbean
E.6: Regular Programme of Technical Cooperation
E.7: Direction and Management

Programme E.1: Africa

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	5,114.8	34.8	5,149.6
Official travel	212.0	13.8	225.8
General operating expenses	1,237.6	92.7	1,330.3
IDDA supplementary	629.0	28.5	657.5
Other expenditures	345.0	11.4	356.4
Total expenditure	7,538.4	181.2	7,719.6
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	315.6	23.0	338.6
Total income	384.1	(5.4)	378.7
Regular budget (net)	7,154.3	186.6	7,340.9
Operational budget (OB)			
Staff costs	1,933.5	(35.6)	1,897.9
Official travel	48.0	3.6	51.6
General operating expenses	521.0	39.0	560.0
Operational budget	2,502.5	7.0	2,509.5
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	153.6	11.2	164.8
Total income	222.1	(17.2)	204.9
Operational budget (net)	2,280.4	24.2	2,304.6
Total resources (excluding extrabudgetary)	9,434.7	210.8	9,645.5
Extrabudgetary			1,172.4
Total resources			10,817.9

Staffing

	1998	1999	Total
Professional	20.0	20.0	40.0
General Service	28.0	28.0	56.0
Total RB/OB	48.0	48.0	96.0
Professional NPO	12.0	12.0	24.0
Total	60.0	60.0	120.0

By Subprogramme

		Staffing		Regular and operational budgets	Extrabudgetary	TOTAL
	P	**NPO**	**GS**			
E.1.1. Africa Field Representation	28.0	24.0	48.0	6,840.6	1,172.4	8,013.0
E.1.2. Africa Bureau	12.0		8.0	2,804.9		2,804.9
E.1. Total Programme	40.0	24.0	56.0	9,645.5	1,172.4	10,817.9

Objective

E.3. The objective of the Programme is to ensure effective field coverage at the country and subregional levels through the operation of a strengthened network of subregional and country offices and national focal points, as well as through the Regional Bureau for Africa at Headquarters for countries not covered by field offices, and for the provision of strategic guidance to field offices. Particular emphasis will be placed on the implementation of the IDDA through the Plan of Action of the Alliance for Africa's Industrialization and on coordination of global initiatives for LDCs.

Composition

E.4. The Programme comprises two Subprogrammes:

E.1.1: Africa Field Representation
E.1.2: Africa Bureau

Subprogramme E.1.1: Africa Field Representation

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	3,624.5	0.8	3,625.3
Official travel	172.0	12.8	184.8
General operating expenses	1,213.2	91.8	1,305.0
IDDA supplementary	148.0	4.8	154.7
Total expenditure	5,157.7	110.2	5,269.8
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	315.6	23.0	338.6
Total income	384.1	(5.4)	378.7
Regular budget (net)	4,773.6	115.6	4,891.1
Operational budget (OB)			
Staff costs	1,599.6	(48.4)	1,551.2
Official travel	48.0	3.6	51.6
General operating expenses	512.8	38.8	551.6
Operational budget	2,160.4	(6.0)	2,154.4
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	153.6	11.2	164.8
Total income	222.1	(17.2)	204.9
Operational budget (net)	1,938.3	11.2	1,949.5
Total resources (excluding extrabudgetary)	6,711.9	126.8	6,840.6
Extrabudgetary			1,172.4
Total resources			8,013.0

Staffing

	1998	1999	Total
Professional	14.0	14.0	28.0
General Service	24.0	24.0	48.0
Total RB/OB	38.0	38.0	76.0
Professional NPO	12.0	12.0	24.0
Total	50.0	50.0	100.0

Objective

E.5. The objective of the Subprogramme is to ensure effective field coverage at the country and subregional levels in Africa through the operation of 12 country and subregional offices and to promote the establishment of, as well as subsequent liaison with, national focal points.

Activities and outputs

E.6. During the biennium, the Subprogramme will focus its activities on the following areas:

01: As a result of regular consultations with main development actors in the country/countries of location and the United Nations team, ensure programme development and project/programme formulation through identifying and assessing local needs, screening local requests and proposals for technical cooperation programmes and projects, and elaborating an integrated UNIDO response to country needs, including the identification of adequate funding possibilities;

02: Provide support to the implementation of selected technical cooperation programmes and projects and, as appropriate, ensure direct delivery by subregional offices of "service packages" in priority areas of each country or subregion in conformity with UNIDO's areas of concentration as envisaged in the Business Plan;

03: Enhance funds mobilization through strengthening cooperation with UNDP and the United Nations system and securing access to sources of funds from international financial institutions, such as the World Bank, regional development banks and bilateral funds at the country level;

04: Initiate and maintain dialogue with the private sector and civil society and establish public and private sector consultative mechanisms (Industrial Partnership Councils), which will formulate national plans for the AAI and private sector development and encourage the utilization of the AAI Plan of Action as a vehicle for the industrialization of African countries;

05: Ensure awareness of UNIDO's mandate and mission and market UNIDO services at country and regional levels.

Resources

E.7. Professional staff posts and resources have been redeployed from the Regional Bureaux to the field. In addition to the staff resources allocated to the Subprogramme, funds for local travel and international travel will be required to cover the travel undertaken by the UCDs at their duty stations, as well as to other countries of coverage, to Headquarters, meetings and for ad hoc requirements. Provision is made for temporary assistance and overtime to ensure continuity of service. Funding is also required to cover the costs of operating the field offices and provide support to national focal points. These general operating costs comprise rental and maintenance of premises, utilities, communications, supplies and materials, external printing, miscellaneous services, acquisition of furniture and equipment and common costs shared with UNDP. Provision is made, by way of cost reimbursement income, for host and beneficiary country contributions for part of the general operating costs and some General Service posts. IDDA supplementary activities funds will be used to assist field offices in the development of programmes and the formulation of industrial projects as well as the mobilization of local, bilateral and multilateral funding. Extrabudgetary funding will be sought to finance NPO posts in all field offices.

Subprogramme E.1.2: Africa Bureau

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,490.3	34.0	1,524.3
Official travel	40.0	1.0	41.0
General operating expenses	24.4	0.9	25.3
IDDA supplementary	481.0	21.8	502.8
Other expenditures	345.0	11.4	356.4
Regular budget (net)	2,380.7	69.1	2,449.8
Operational budget (OB)			
Staff costs	333.9	12.8	346.7
General operating expenses	8.2	0.2	8.4
Operational budget (net)	342.1	13.0	355.1
Total resources	2,722.8	82.1	2,840.9

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	6.0	6.0	12.0
General Service	4.0	4.0	8.0
Total	10.0	10.0	20.0

Objective

E.8. The objective of the Subprogramme is to ensure policy coherence and provide guidance to UNIDO's field representation in Africa and to carry out the country office functions in those countries where there is no adequate field coverage. The Subprogramme also coordinates UNIDO activities in relation to special regional programmes for Africa (IDDA/AAI) and global initiatives for LDCs.

Activities and outputs

E.9. During the biennium, the Subprogramme will:

01: Facilitate the decentralization process and manage transition measures towards a fully established field representation system;

02: Act as country office for those countries in Africa not covered by a country office or a subregional office and provide a one-stop shop for information and support to UNIDO stakeholders, including Permanent Missions;

03: Assist UNIDO's management in overall policy-making, provide policy guidance for overall programme development at regional and country level, ensure coordination and evaluation functions and provide oversight and personnel management to UNIDO subregional and country offices in Africa;

04: Develop new facilities and mechanisms to support regional programmes, including in support of economic integration and cooperation through ECDC/TCDC and triangular schemes;

05: Coordination with the United Nations system and regional organizations to ensure a harmonized developmental agenda in the region as well as with development finance institutions for more effective mobilization of resources;

06: IDDA/AAI Programme:

(a) Contribute to the implementation of the Plan of Action for the AAI through the provision of policy guidelines, coordination and preparation of integrated activities funded from the UNIDO IDDA support programme, monitoring of the implementation and reporting on the progress of these programmes to Policy-making Organs and Member States;

(b) Provide technical support to the activities of the Bureau of CAMI, of the Patron's Group of AAI composed of Heads of State, the Steering Committee comprised of ministers of industry and African private sector industrialists, and the 14th Conference of African Ministers of Industry.

07: LDC Programme:

(a) Develop and manage proactive programmes and initiatives for LDCs at the global level and ensure mobilization of resources as a matter of priority for LDCs, and submit progress reports to Policy-making Organs and Member States;

(b) Coordinate with relevant units in other United Nations agencies dealing with LDC matters, with a view to fostering stronger collaboration and partnership on LDC-specific programmes within the United Nations system and other multinational and multilateral organizations.

Resources

E.10. In addition to the staff resources allocated to the Subprogramme, travel funds will be required to undertake programme formulation and funds mobilization missions, to attend inter-agency meetings and to participate in high-level international fora on priority activities for African countries and the LDCs. IDDA supplementary activity funds will be used for the implementation of the activities outlined above, in accordance with established programme and project development and approval procedures. Provision is also made for communications, printing, and language and documentation services.

Programme E.2: Arab Countries

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,902.8	50.8	1,953.6
Consultants	10.0	0.4	10.4
Official travel	82.0	5.0	87.0
General operating expenses	205.8	14.7	220.5
IDDA supplementary	157.3	7.0	164.3
Other expenditures	128.0	4.2	132.2
Total expenditure	2,485.9	82.1	2,568.0
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	45.4	3.2	48.6
Total income	113.9	(25.2)	88.7
Regular budget (net)	2,372.0	107.3	2,479.3
Operational budget (OB)			
Staff costs	799.8	(24.2)	775.6
Official travel	24.0	1.8	25.8
General operating expenses	151.6	11.2	162.8
Operational budget	975.4	(11.2)	964.2
Income			
General operating expenses	45.6	3.2	48.8
Total income	45.6	3.2	48.8
Operational budget (net)	929.8	(14.4)	915.4
Total resources (excluding extrabudgetary)	3,301.8	92.9	3,394.7
Extrabudgetary			683.9
Total resources			4,078.6

Staffing

	1998	1999	Total
Professional	8.0	8.0	16.0
General Service	10.0	10.0	20.0
Total RB/OB	18.0	18.0	36.0
Professional NPO	4.0	4.0	8.0
Total	22.0	22.0	44.0

By Subprogramme

	Staffing			Regular and operational budgets	Extrabudgetary	TOTAL
	P	NPO	GS			
E.2.1. Arab Countries Field Representation	10.0	8.0	16.0	2,160.8	683.9	2,844.7
E.2.2. Arab Countries Bureau	6.0		4.0	1,233.9		1,233.9
E.2. Total Programme	16.0	8.0	20.0	3,394.7	683.9	4,078.6

Objective

E.11. The objective of the Programme is to ensure effective field coverage at country and subregional levels through the operation of a strengthened network of subregional and country offices and national focal points, as well as through the Regional Bureau for the Arab region for countries not covered by field offices, and for the provision of strategic guidance to field offices. Particular emphasis will be placed on the implementation of the IDDA through the Plan of Action of the AAI in African Arab countries.

Composition

E.12. The Programme comprises two Subprogrammes:

E.2.1: Arab Countries Field Representation
E.2.2: Arab Countries Bureau

Subprogramme E.2.1: Arab Countries Field Representation

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	999.0	24.5	1,023.5
Official travel	62.0	4.6	66.6
General operating expenses	191.2	14.2	205.4
IDDA supplementary	37.0	1.6	38.6
Total expenditure	1,289.2	44.9	1,334.1
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	45.4	3.2	48.6
Total income	113.9	(25.2)	88.7
Regular budget (net)	1,175.3	70.1	1,245.4
Operational budget (OB)			
Staff costs	799.8	(24.2)	775.6
Official travel	24.0	1.8	25.8
General operating expenses	151.6	11.2	162.8
Operational budget	975.4	(11.2)	964.2
Income			
General operating expenses	45.6	3.2	48.8
Total income	45.6	3.2	48.8
Operational budget (net)	929.8	(14.4)	915.4
Total resources (excluding extrabudgetary)	2,105.1	55.7	2,160.8
Extrabudgetary			683.9
Total resources			2,844.7

Staffing

	1998	1999	Total
Professional	5.0	5.0	10.0
General Service	8.0	8.0	16.0
Total RB/OB	13.0	13.0	26.0
Professional NPO	4.0	4.0	8.0
Total	17.0	17.0	34.0

Objective

E.13. The objective of the Subprogramme is to ensure effective field coverage at the country and subregional levels in the Arab region through the operation of four subregional and country offices and to promote the establishment of, as well as subsequent liaison with, national focal points.

Activities and outputs

E.14. During the biennium, the Subprogramme will focus its activities on the following areas:

01: As a result of regular consultations with main development actors in the country/countries of location and the United Nations team, ensure programme development and project/programme formulation through identifying and assessing local needs, screening local requests and proposals for technical cooperation programmes and projects, and elaborating an integrated UNIDO response to country needs, including the identification of adequate funding possibilities;

02: Provide support to the implementation of selected technical cooperation programmes and projects and, as appropriate, ensure direct delivery by subregional offices of "service packages" in priority areas of each country or subregion in conformity with UNIDO's areas of concentration as envisaged in the Business Plan;

03: Enhance funds mobilization through strengthening cooperation with UNDP and the United Nations system and securing access to sources of funds from international financial institutions such as the World Bank, regional development banks and bilateral funds at the country level;

04: Establish and maintain dialogue with the private sector and civil society and ensure their involvement in UNIDO programmes and projects and initiate the creation of public and private sector consultative mechanisms to formulate national plans for the implementation of the AAI;

05: Ensure awareness of UNIDO's mandate and mission and market UNIDO services at country and regional levels.

Resources

E.15. Professional staff posts and resources have been redeployed from the Regional Bureaux to the field. In addition to the staff resources allocated to the Subprogramme, funds for local travel and international travel will be required to cover the travel undertaken by the UCDs at their duty stations, as well as to other countries of coverage, to Headquarters, meetings and for ad hoc requirements. Provision is made for temporary assistance and overtime to ensure continuity of service. Funding is also required to cover the costs of operating the field offices and provide support to national focal points. These general operating costs comprise rental and maintenance of premises, utilities, communications, supplies and materials, external printing, miscellaneous services, acquisition of furniture and equipment and common costs shared with UNDP. Provision is made, by way of cost reimbursement income, for host and beneficiary country contributions for part of the general operating costs and some General Service posts. IDDA supplementary activities funds will be used to assist field offices in African Arab countries in the development of programmes and the formulation of industrial projects as well as the mobilization of local, bilateral and multilateral funding. Extrabudgetary funding will be sought to finance NPO posts in all field offices.

Subprogramme E.2.2: Arab Countries Bureau

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	903.8	26.3	930.1
Consultants	10.0	0.4	10.4
Official travel	20.0	0.4	20.4
General operating expenses	14.6	0.5	15.1
IDDA supplementary	120.3	5.4	125.7
Other expenditures	128.0	4.2	132.2
Regular budget (net)	1,196.7	37.2	1,233.9
Total resources	1,196.7	37.2	1,233.9

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3.0	3.0	6.0
General Service	2.0	2.0	4.0
Total	5.0	5.0	10.0

Objective

E.16. The objective of the Subprogramme is to ensure policy coherence and provide guidance to UNIDO's field representation in the Arab region and to carry out the country office functions in those countries where there is no adequate field coverage. With regard to programmes in African Arab countries, special attention will be given to the implementation of the IDDA and AAI.

Activities and outputs

E.17. During the biennium, the Subprogramme will:

01: Facilitate the decentralization process and manage transition measures towards a fully established field representation system;

02: Act as country office for those countries in the Arab region not covered by a country office or a subregional office and provide a one-stop shop for information and support to UNIDO stakeholders, including Permanent Missions;

03: Assist UNIDO's management in overall policy-making, provide policy guidance for overall programme development at regional and country level, ensure coordination and evaluation functions and provide oversight and personnel management to UNIDO subregional and country offices in the Arab region;

04: Develop new facilities and mechanisms to support regional programmes, including in support of economic integration and cooperation through ECDC/TCDC and triangular schemes;

05: Coordination with the United Nations system and regional organizations to ensure a harmonized developmental agenda in the region, as well as with development finance institutions for more effective mobilization of resources.

06: IDDA/AAI Programme in African Arab Countries:

> Contribute to the implementation of the Plan of Action for the AAI through the coordination and preparation of integrated activities funded from the UNIDO IDDA support programme, monitoring of the implementation and reporting on the progress of these programmes to policy-making organs and Member States.

Resources

E.18. In addition to the staff resources allocated to the Subprogramme, consultants funds will be required in support of developing and formulating specific programmes and projects. Travel funds will be used to cover programme and project identification, formulation and monitoring activities. IDDA supplementary activities funds will be used for the implementation of the activities outlined above, in accordance with established programme and project development and approval procedures. Provision is also made for communications, printing, and language and documentation services.

Programme E.3: Asia and the Pacific

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	2,749.7	36.9	2,786.6
Consultants	20.0	0.9	20.9
Official travel	116.0	7.1	123.1
General operating expenses	608.3	45.0	653.3
Other expenditures	32.0	0.9	32.9
Total expenditure	3,526.0	90.8	3,616.8
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	140.8	10.3	151.1
Total income	209.3	(18.1)	191.2
Regular budget (net)	3,316.7	108.9	3,425.6
Operational budget (OB)			
Staff costs	1,199.7	(36.3)	1,163.4
Official travel	36.0	2.7	38.7
General operating expenses	343.2	25.8	369.0
Operational budget	1,578.9	(7.8)	1,571.1
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	103.2	7.5	110.7
Total income	171.7	(20.9)	150.8
Operational budget (net)	1,407.2	13.1	1,420.3
Total resources (excluding extrabudgetary)	4,723.9	122.0	4,845.9
Extrabudgetary			390.8
Total resources			5,236.7

Staffing

	1998	1999	Total
Professional	11.0	11.0	22.0
General Service	16.0	16.0	32.0
Total RB/OB	27.0	27.0	54.0
Professional NPO	7.0	7.0	14.0
Total	34.0	34.0	68.0

By Subprogramme

	Staffing			Regular and operational budgets	Extrabudgetary	TOTAL
	P	NPO	GS			
E.3.1. Asia and the Pacific Field Representation	16.0	14.0	28.0	3,811.2	390.8	4,202.0
E.3.2. Asia and the Pacific Bureau	6.0		4.0	1,034.7	–	1,034.7
E.3. Total Programme	22.0	14.0	32.0	4,845.9	390.8	5,236.7

Objective

E.19. The objective of the Programme is to ensure effective field coverage at country and subregional levels through the operation of a strengthened network of subregional and country offices and national focal points, as well as through a Regional Bureau for Asia and the Pacific region for countries not covered by field offices and for the provision of strategic guidance to field offices.

Composition

E.20. The Programme comprises two Subprogrammes:

E.3.1: Asia and the Pacific Field Representation
E.3.2: Asia and the Pacific Bureau

Subprogramme E.3.1: Asia and the Pacific Field Representation

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,845.9	10.6	1,856.5
Official travel	86.0	6.4	92.4
General operating expenses	588.8	44.4	633.2
Total expenditure	2,520.7	61.4	2,582.1
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	140.8	10.3	151.1
Total income	209.3	(18.1)	191.2
Regular budget (net)	2,311.4	79.5	2,390.9
Operational budget (OB)			
Staff costs	1,199.7	(36.3)	1,163.4
Official travel	36.0	2.7	38.7
General operating expenses	343.2	25.8	369.0
Operational budget	1,578.9	(7.8)	1,571.1
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	103.2	7.5	110.7
Total income	171.7	(20.9)	150.8
Operational budget (net)	1,407.2	13.1	1,420.3
Total resources (excluding extrabudgetary)	3,718.6	92.6	3,811.2
Extrabudgetary			390.8
Total resources			4,202.0

Staffing

	1998	1999	Total
Professional	8.0	8.0	16.0
General Service	14.0	14.0	28.0
Total RB/OB	22.0	22.0	44.0
Professional NPO	7.0	7.0	14.0
Total	29.0	29.0	58.0

Objective

E.21. The objective of the Subprogramme is to ensure effective field coverage at the country and subregional levels in Asia and the Pacific region through the operation of seven subregional and country offices and to promote the establishment of, as well as subsequent liaison with, national focal points.

Activities and outputs

E.22. During the biennium, the Subprogramme will focus its activities on the following areas:

01: As a result of regular consultations with main development actors in the country/countries of location and the United Nations team, ensure programme development and project/programme formulation through identifying and assessing local needs, screening local requests and proposals for technical cooperation programmes and projects, and elaborating an integrated UNIDO response to country needs, including the identification of adequate funding possibilities;

02: Provide support to the implementation of selected technical cooperation programmes and projects and, as appropriate, ensure direct delivery by subregional offices of "service packages" in priority areas of each country or subregion in conformity with UNIDO's areas of concentration as envisaged in the Business Plan;

03: Enhance funds mobilization through strengthening cooperation with UNDP and the United Nations system and securing access to sources of funds from international financial institutions such as the World Bank, regional development banks and bilateral funds at the country level;

04: Establish and maintain dialogue with the private sector and civil society and ensure their involvement in UNIDO programmes and projects;

05: Ensure awareness of UNIDO's mandate and mission and market UNIDO services at country and regional levels.

Resources

E.23. Professional staff posts and resources have been redeployed from the Regional Bureaux to the field. In addition to the staff resources allocated to the Subprogramme, funds for local travel and international travel will be required to cover the travel undertaken by the UCDs at their duty stations, as well as to other countries of coverage, to Headquarters, meetings and for ad hoc requirements. Provision is made for temporary assistance and overtime to ensure continuity of service. Funding is also required to cover the costs of operating the field offices and provide support to national focal points. These general operating costs comprise rental and maintenance of premises, utilities, communications, supplies and materials, external printing, miscellaneous services, acquisition of furniture and equipment and common costs shared with UNDP. Provision is made, by way of cost reimbursement income, for host and beneficiary country contributions for part of the general operating costs and some General Service posts. Extrabudgetary funding will be sought to finance NPO posts in all field offices.

Subprogramme E.3.2: Asia and the Pacific Bureau

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	903.8	26.3	930.1
Consultants	20.0	0.9	20.9
Official travel	30.0	0.7	30.7
General operating expenses	19.5	0.6	20.1
Other expenditures	32.0	0.9	32.9
Regular budget (net)	1,005.3	29.4	1,034.7
Total resources	1,005.3	29.4	1,034.7

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3.0	3.0	6.0
General Service	2.0	2.0	4.0
Total	5.0	5.0	10.0

Objective

E.24. The objective of the Subprogramme is to ensure policy coherence and provide guidance to UNIDO's field representation in Asia and the Pacific region and to carry out the country office functions in those countries where there is no adequate field coverage.

Activities and outputs

E.25. During the biennium, the Subprogramme will:

01: Facilitate the decentralization process and manage transition measures towards a fully established field representation system;

02: Act as country office for those countries in Asia and the Pacific region not covered by a country office or a subregional office and provide a one-stop shop for information and support to UNIDO stakeholders, including Permanent Missions;

03: Assist UNIDO's management in overall policy-making, provide policy guidance for overall programme development at regional and country level, ensure coordination and evaluation functions and provide oversight and personnel management to UNIDO subregional and country offices in Asia and the Pacific region;

04: Develop new facilities and mechanisms to support regional programmes, including in support of economic integration and cooperation through ECDC/TCDC and triangular schemes;

05: Coordination with the United Nations system and regional organizations to ensure a harmonized developmental agenda in the region as well as with development finance institutions for more effective mobilization of resources.

Resources

E.26. In addition to the staff resources allocated to the Subprogramme, consultants funds will be required in support of developing and formulating specific programmes and projects. Travel funds will be used to cover programme and project identification, formulation and monitoring activities. Provision is also made for communications, printing, and language and documentation services.

Programme E.4: Europe and NIS

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,283.5	13.7	1,297.2
Consultants	20.0	0.9	20.9
Official travel	32.0	1.3	33.3
General operating expenses	146.2	10.3	156.5
Other expenditures	32.0	0.9	32.9
Total expenditure	1,513.7	27.1	1,540.8
Income			
General operating expenses	27.4	2.0	29.4
Total income	27.4	2.0	29.4
Regular budget (net)	1,486.3	25.1	1,511.4
Total resources (excluding extrabudgetary)	1,486.3	25.1	1,511.4
Extrabudgetary			97.7
Total resources			1,609.7

Staffing

	1998	1999	Total
Professional	4.0	4.0	8.0
General Service	4.0	4.0	8.0
Total RB/OB	8.0	8.0	16.0
Professional NPO	1.0	1.0	2.0
Total	9.0	9.0	18.0

By Subprogramme

	Staffing P	NPO	GS	Regular and operational budgets	Extrabudgetary	TOTAL
E.4.1. Europe and NIS Field Representation	2.0	2.0	4.0	512.7	97.7	610.4
E.4.2. Europe and NIS Bureau	6.0		4.0	998.7		998.7
E.4. Total Programme	8.0	2.0	8.0	1,511.4	97.7	1,609.1

Objective

E.27. The objective of the Programme is to provide field coverage through the operation of one country office and national focal points, as well as through a Regional Bureau for the Europe and NIS region for countries not covered by field offices and for the provision of strategic guidance to field offices.

Composition

E.28. The Programme comprises two Subprogrammes:

E.4.1: Europe and NIS Field Representation
E.4.2: Europe and NIS Bureau

Subprogramme E.4.1: Europe and NIS Field Representation

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	399.9	(12.1)	387.8
Official travel	12.0	0.9	12.9
General operating expenses	131.6	9.8	141.4
Total expenditure	543.5	(1.4)	542.1
Income			
General operating expenses	27.4	2.0	29.4
Total income	27.4	2.0	29.4
Regular budget (net)	516.1	(3.4)	512.7
Total resources (excluding extrabudgetary)	516.1	(3.4)	512.7
Extrabudgetary			97.7
Total resources			610.4

Staffing

	1998	1999	Total
Professional	1.0	1.0	2.0
General Service	2.0	2.0	4.0
Total RB/OB	3.0	3.0	6.0
Professional NPO	1.0	1.0	2.0
Total	4.0	4.0	8.0

Objective

E.29. The objective of the Subprogramme is to provide field coverage in the Europe and NIS region through the operation of one field office and to promote the establishment of, as well as subsequent liaison with, national focal points.

Activities and outputs

E.30. During the biennium, the Subprogramme will focus its activities on the following areas:

01: As a result of regular consultations with main development actors in the country/countries of location and the United Nations team, ensure programme development and project/programme formulation through identifying and assessing local needs, screening local requests and proposals for technical cooperation programmes and projects, and elaborating an integrated UNIDO response to country needs, including the identification of adequate funding possibilities;

02: Provide support to the implementation of selected technical cooperation programmes and projects and, as appropriate, ensure direct delivery by subregional offices of "service packages" in priority areas of each country or subregion in conformity with UNIDO's areas of concentration as envisaged in the Business Plan;

03: Enhance funds mobilization through strengthening cooperation with UNDP and the United Nations system and securing access to sources of funds from international financial institutions such as the World Bank, regional development banks and bilateral funds at the country level;

04: Establish and maintain dialogue with the private sector and civil society and ensure their involvement in UNIDO programmes and projects;

05: Ensure awareness of UNIDO's mandate and mission and market UNIDO services at country and regional levels.

Resources

E.31. Professional staff posts and resources have been redeployed from the Regional Bureaux to the field. In addition to the staff resources allocated to the Subprogramme, funds for international travel will be required to cover the travel undertaken by the UCD. Funding is also required to cover the costs of operating the field office and provide support to national focal points. These general operating costs comprise rental and maintenance of premises, communications, supplies and materials, miscellaneous services, acquisition of furniture and equipment and common costs shared with UNDP. Provision is made, by way of cost reimbursement income, for host and beneficiary country contributions for part of the general operating costs. Extrabudgetary funds will be sought to finance an NPO post in the field office.

Subprogramme E.4.2: Europe and NIS Bureau

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	883.6	25.8	909.4
Consultants	20.0	0.9	20.9
Official travel	20.0	0.4	20.4
General operating expenses	14.6	0.5	15.1
Other expenditures	32.0	0.9	32.9
Regular budget (net)	970.2	28.5	998.7
Total resources	970.2	28.5	998.7

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3.0	3.0	6.0
General Service	2.0	2.0	4.0
Total	5.0	5.0	10.0

Objective

E.32. The objective of the Subprogramme is to ensure policy coherence and provide guidance to UNIDO's field representation in the Europe and NIS region and to carry out the country office functions in those countries where there is no adequate field coverage.

Activities and outputs

E.33. During the biennium, the Subprogramme will:

01: Facilitate the decentralization process and manage transition measures towards a fully established field representation system;

02: Act as country office for those countries in the Europe and NIS region not covered by a country office or a subregional office and provide a one-stop shop for information and support to UNIDO stakeholders, including Permanent Missions;

03: Assist UNIDO's management in overall policy-making, provide policy guidance for overall programme development at regional and country level, ensure coordination and evaluation functions and provide oversight and personnel management to the UNIDO country office in the Europe and NIS region;

04: Develop new facilities and mechanisms to support regional programmes, including in support of economic integration and cooperation through ECDC/TCDC and triangular schemes;

05: Coordination with the United Nations system and regional organizations to ensure a harmonized developmental agenda in the region, as well as with development finance institutions for more effective mobilization of resources.

Resources

E.34. In addition to the staff resources allocated to the Subprogramme, consultants funds will be required in support of inputs to specific thematic and subsectoral programme and project identification and formulation. Travel funds will be required for programming and needs assessment missions and negotiations with non-traditional donors. Provision is also made for communications, printing, and language and documentation services.

Programme E.5: Latin America and the Caribbean

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	2,349.8	49.0	2,398.8
Consultants	20.0	0.9	20.9
Official travel	104.0	6.2	110.2
General operating expenses	578.7	42.8	621.5
Other expenditures	32.0	0.9	32.9
Total expenditure	3,084.5	99.8	3,184.3
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	155.8	11.6	167.4
Total income	224.3	(16.8)	207.5
Regular budget (net)	2,860.2	116.6	2,976.8
Operational budget (OB)			
Staff costs	1,199.7	(36.3)	1,163.4
Official travel	36.0	2.7	38.7
General operating expenses	497.4	37.5	534.9
Operational budget	1,733.1	3.9	1,737.0
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	149.4	11.1	160.5
Total income	217.9	(17.3)	200.6
Operational budget (net)	1,515.2	21.2	1,536.4
Total resources (excluding extrabudgetary)	4,375.4	137.8	4,513.2
Extrabudgetary			586.2
Total resources			5,099.4

Staffing

	1998	1999	Total
Professional	10.0	10.0	20.0
General Service	14.0	14.0	28.0
Total RB/OB	24.0	24.0	48.0
Professional NPO	6.0	6.0	12.0
Total	30.0	30.0	60.0

By Subprogramme

		Staffing		Regular and operational		
	P	NPO	GS	budgets	Extrabudgetary	TOTAL
E.5.1. Latin America and the Caribbean Field Representation	14.0	12.0	24.0	3,478.5	586.2	4,064.7
E.5.2. Latin America and the Caribbean Bureau	6.0		4.0	1,034.7		1,034.7
E.5. Total Programme	20.0	12.0	28.0	4,513.2	586.2	5,099.4

Objective

E.35. The objective of the Programme is to ensure effective field coverage at country and subregional levels through the operation of a strengthened network of subregional and country offices and national focal points, as well as through a Regional Bureau for Latin America and the Caribbean region for countries not covered by field offices and for the provision of strategic guidance to field offices.

Composition

E.36. The Programme comprises two Subprogrammes:

E.5.1: Latin America and the Caribbean Field Representation
E.5.2: Latin America and the Caribbean Bureau

Subprogramme E.5.1: Latin America and the Caribbean Field Representation

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,446.0	22.7	1,468.7
Official travel	74.0	5.5	79.5
General operating expenses	559.2	42.2	601.4
Total expenditure	2,079.2	70.4	2,149.6
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	155.8	11.6	167.4
Total income	224.3	(16.8)	207.5
Regular budget (net)	1,854.9	87.2	1,942.1
Operational budget (OB)			
Staff costs	1,199.7	(36.3)	1,163.4
Official travel	36.0	2.7	38.7
General operating expenses	497.4	37.5	534.9
Operational budget	1,733.1	3.9	1,737.0
Income			
Staff costs	68.5	(28.4)	40.1
General operating expenses	149.4	11.1	160.5
Total income	217.9	(17.3)	200.6
Operational budget (net)	1,515.2	21.2	1,536.4
Total resources (excluding extrabudgetary)	3,370.1	108.4	3,478.5
Extrabudgetary			586.2
Total resources			4,064.7

Staffing

	1998	1999	Total
Professional	7.0	7.0	14.0
General Service	12.0	12.0	24.0
Total RB/OB	19.0	19.0	38.0
Professional NPO	6.0	6.0	12.0
Total	25.0	25.0	50.0

Objective

E.37. The objective of the Subprogramme is to ensure effective field coverage at the country and subregional levels in Latin America and the Caribbean region through the operation of six subregional and country offices and to promote the establishment of, as well as subsequent liaison with, national focal points.

Activities and outputs

E.38. During the biennium the Subprogramme will focus its activities on the following areas:

01: As a result of regular consultations with main development actors in the country/countries of location and the United Nations country team, ensure programme development and project/programme formulation through identifying and assessing local needs, screening local requests and proposals for technical cooperation programmes and projects, and elaborating an integrated UNIDO response to country needs, including the identification of adequate funding possibilities;

02: Provide support to the implementation of selected technical cooperation programmes and projects and, as appropriate, ensure direct delivery by subregional offices of "service packages" in priority areas of each country or subregion in conformity with UNIDO's areas of concentration as envisaged in the Business Plan;

03: Enhance funds mobilization through strengthening cooperation with UNDP and the United Nations system and securing access to sources of funds from international financial institutions such the World Bank, regional development banks and bilateral funds at the country level;

04: Establish and maintain dialogue with the private sector and civil society and ensure their involvement in UNIDO programmes and projects;

05: Ensure awareness of UNIDO's mandate and mission and market UNIDO services at country and regional levels.

Resources

E.39. Professional staff posts and resources have been redeployed from the Regional Bureaux to the field In addition to the staff resources allocated to the Subprogramme, funds for local travel and international travel will be required to cover the travel undertaken by the UCDs at their duty stations, as well as to other countries of coverage, to Headquarters, meetings and for ad hoc requirements. Provision is made for temporary assistance and overtime to ensure continuity of service. Funding is also required to cover the costs of operating the field offices and provide support to national focal points. These general operating costs comprise rental and maintenance of premises, utilities, communications, supplies and materials, external printing, miscellaneous services, acquisition of furniture and equipment and common costs shared with UNDP. Provision is made, by way of cost reimbursement income, for host and beneficiary country contributions for part of the general operating costs and some General Service posts. Extrabudgetary funds will be sought to finance NPO posts in all field offices.

Subprogramme E.5.2: Latin America and the Caribbean Bureau

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	903.8	26.3	930.1
Consultants	20.0	0.9	20.9
Official travel	30.0	0.7	30.7
General operating expenses	19.5	0.6	20.1
Other expenditures	32.0	0.9	32.9
Regular budget (net)	1,005.3	29.4	1,034.7
Total resources	1,005.3	29.4	1,034.7

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3.0	3.0	6.0
General Service	2.0	2.0	4.0
Total	5.0	5.0	10.0

Objective

E.40. The objective of the Subprogramme is to ensure policy coherence and provide guidance to UNIDO's field representation in Latin America and the Caribbean region and to carry out the country office functions in those countries where there is no adequate field coverage.

Activities and outputs

E.41. During the biennium, the Subprogramme will:

01: Facilitate the decentralization process and manage transition measures towards a fully established field representation system;

02: Act as country office for those countries in Latin America and the Caribbean region not covered by a country office or a subregional office and provide a one-stop shop for information and support to UNIDO stakeholders, including Permanent Missions;

03: Assist UNIDO's management in overall policy-making, provide policy guidance for overall programme development at regional and country level, ensure coordination and evaluation functions and provide oversight and personnel management to UNIDO subregional and country offices in Latin America and the Caribbean region;

04: Develop new facilities and mechanisms to support regional programmes, including in support of economic integration and cooperation through ECDC/TCDC and triangular schemes;

05: Coordination with the United Nations system and regional organizations to ensure a harmonized developmental agenda in the region, as well as with development finance institutions for more effective mobilization of resources.

Resources

E.42. In addition to the staff resources allocated to the Subprogramme, consultants funds will be required in support of developing and formulating specific programmes and projects. Travel funds will be used to cover programme and project identification, formulation and monitoring activities. Provision is also made for communications, printing, and language and documentation services.

Programme E.6: Regular Programme of Technical Cooperation

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Technical cooperation	936.3	36.5	972.8
Total resources	936.3	36.5	972.8

Objective

E.43. The objective of the Programme is to enable UNIDO to respond flexibly and effectively to priority needs of recipient countries and to support the development of integrated regional and subregional programmes, specifically with regard to the needs of the LDCs and in support of promoting ECDC/TCDC as well as the integration of women in industrial development. The Programme will also provide support to consultations between Governments and senior management of the Organization.

Activities and outputs

E.44. During the biennium, the activities and outputs of the Programme will be formulated on the basis of identified demand and requests received. IDDA activities will focus on the provision of technical cooperation in support of the goals of the Second IDDA and the AAI. Individual programmes and projects will be formulated in accordance with quality criteria and approval procedures established in relevant Director-General's bulletins. A consolidated description of activities foreseen during the biennium 1998-1999 is provided in a separate chapter on RPTC.

Resources

E.45. Indicative resource allocations to the Programme are made for UNIDO priority activities within special regional programmes, for technical assistance in support of the IDDA and for consultations with Governments.

Programme E.7: Direction and Management

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	423.5	11.8	435.3
Official travel	30.0	0.7	30.7
General operating expenses	16.2	0.3	16.5
EDP non-staff costs	103.8	7.9	111.7
Other expenditures	139.9	7.3	147.2
Total resources	713.4	28.0	741.4

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	1.0	1.0	2.0
General Service	1.0	1.0	2.0
Total	2.0	2.0	4.0

Objective

E.46. The objective of the Programme is to provide effective management and direction to the activities of the Major Programme and to ensure the effective coordination and cooperation among the component Programmes and Subprogrammes as well as with all other Programmes and Subprogrammes within UNIDO.

Activities and outputs

E.47. The main activities of the Programme are to plan and coordinate the formulation of the work programmes of the Major Programme and its components in accordance with the mandate and the objectives of the Organization and the demands and needs of Member States. It will guide, coordinate, monitor and follow up the implementation of those work programmes and in so doing will ensure the effective and efficient financial and administrative management of the Major Programme.

Resources

E.48. In addition to the staff resources allocated to the Programme, travel resources are required to participate in international and high-level conferences and inter-agency meetings, for interventions on strategic and policy issues at the field level and other high-level missions requested by the Director-General. Provision is made for communications, hospitality and miscellaneous expenditures, printing, and language and documentation services. Provision has also been made for temporary assistance and overtime, electronic data processing, career development training and library services for the entire Major Programme.

MAJOR PROGRAMME F: TECHNICAL COOPERATION MANAGEMENT

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	6,280.2	182.9	6,463.1
Consultants	57.0	2.4	59.4
Official travel	121.9	3.1	125.0
General operating expenses	93.0	3.1	96.1
EDP non-staff costs	574.4	40.7	615.1
Other expenditures	198.4	10.5	208.9
Regular budget	7,324.9	242.7	7,567.6
Operational budget (OB)			
Staff costs	3,933.7	161.3	4,095.0
General operating expenses	57.4	1.8	59.2
Operational budget	3,991.1	163.1	4,154.2
Total resources	11,316.0	405.8	11,721.8

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	23.8	23.8	47.6
General Service	43.8	41.8	5.6
Total	67.6	65.6	133.2

By Programme

	Staffing P	Staffing GS	Regular and operational budgets	Technical cooperation	TOTAL
F.1. Funds Mobilization, Project Approvals and Programme Monitoring	10.0	10.0	1,903.8		1,903.8
F.2. Quality Assurance and Evaluation	12.0	8.0	2,060.1		2,060.1
F.3. Operational Support	24.0	66.0	6,614.3		6,614.3
F.4. Direction and Management	1.6	1.6	1,143.6		1,143.6
F. Total Major Programme	47.6	85.6	11,721.8		11,721.8

Objective

F.1. The objective of the Major Programme is to provide support for an effective and cost-efficient management of the technical cooperation activities of UNIDO, covering the entire project cycle from quality assurance, central funds mobilization, project approval mechanisms, operational support to and financial management of project implementation, as well as evaluation. The Major Programme also ensures integration of gender considerations in UNIDO's programmes and projects.

Composition

F.2. The Major Programme comprises four Programmes:

F.1: Funds Mobilization, Project Approvals and Programme Monitoring
F.2: Quality Assurance and Evaluation
F.3: Operational Support
F.4: Direction and Management

Programme F.1: Funds Mobilization, Project Approvals and Programme Monitoring

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,431.9	21.1	1,453.0
Official travel	45.0	1.2	46.2
General operating expenses	24.4	0.9	25.3
Other expenditures	23.5	0.7	24.2
Regular budget	1,524.8	23.9	1,548.7
Operational budget (OB)			
Staff costs	333.9	12.8	346.7
General operating expenses	8.2	0.2	8.4
Operational budget	342.1	13.0	355.1
Total resources	1,866.9	36.9	1,903.8

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	5.0	5.0	10.0
General Service	5.0	5.0	10.0
Total	10.0	10.0	20.0

Objective

F.3. The objective of the Programme is to mobilize extrabudgetary financial resources from all categories of donors for UNIDO's technical cooperation programmes, to organize project screening and approval processes, to promote the integration of gender considerations in UNIDO programmes and projects and to monitor the development and implementation of the technical cooperation activities.

F.4. The Programme is directly responsible for funds mobilization activities in relation to donor and global funds not allocated to individual countries, and supports and coordinates country and regional level funds mobilization activities undertaken by Major Programme E (Regional Programme Management). Funding sources will include, in particular, the United Nations system, bilateral and multilateral donors, trust fund arrangements and development finance institutions. Particular attention will be given to mobilizing innovative and new sources of development cooperation financing.

Activities and outputs

F.5. During the biennium, the Programme will focus its activities on the following areas:

01: Actively approaching current and potential donor Governments with a view to involving them in programme and project development and increasing the volume of technical cooperation financed by them through the IDF and/or trust funds. Within the Organization, the Programme will promote programmes and projects in accordance with donor priorities and requirements. The Programme will further structure and systematize the reporting of project progress to donors with a view to improving their appreciation of UNIDO services and increasing funding levels. It will promote the development of programmable contributions to UNIDO with the aim of reducing administrative and operational support costs and speeding up the project development process;

02: Strengthening relations with global funds (such as the GEF and CFC), development finance institutions and other potential contributors with a view to jointly developing programmes for their funding. Information about priorities and procedures applicable to these funds and contributors will be actively disseminated within UNIDO, including field offices, and initiatives taken to develop suitable, high priority projects;

03: Exploring cooperation with other potential sources of financial and non-financial support to UNIDO technical cooperation, including contributions in-kind and arrangements with volunteers and senior executives. It will also seek to develop new ways of promoting programmes and projects. The private sector, both individual enterprises and institutions, will be approached for contributions towards selected projects;

04: Advising both potential contributors and UNIDO staff on different options for contributions, considering the legal and other requirements of these options, as well as on support cost issues;

05: Maintaining and further developing contacts with donors in respect of UNIDO's Junior Professional Officers (JPO) and Associate Experts (AE) programme, with the target of achieving annual agreements for some 40 JPOs and 20-30 AEs, in support of the key activities of the Organization. The management of the AE/JPO programme will be further strengthened and systematized, in consultation with the regional bureaux and project personnel services. The Programme will actively participate in the selection of candidates and their placement at appropriate duty stations or projects;

06: Managing the functioning of, and providing support to: (a) UNIDO's Screening Committee, which reviews requests for assistance and project proposals before these are developed further with a view to ensuring that projects are within UNIDO's mandate, can be carried out in a cost-effective manner, and are likely to attract funding; and (b) the Project and Programme Review Committee, which reviews projects and programmes to ensure that these are designed in response to the needs of developing countries and in accordance with the Organization's policies, priorities, quality standards and rules and regulations;

07: Promoting the integration of women in industrial development as an integral dimension of UNIDO programmes and projects and monitoring progress in this regard;

08: Maintaining a central monitoring system of all UNIDO technical cooperation programmes and projects, and providing regularly key analytical reports and systematic programme analyses on technical cooperation activities and trends in support of an effective policy coordination and guidance by senior management and policy-making organs.

Resources

F.6. In addition to the staff resources allocated to the Programme, travel funds are required for meetings with donor institutions and governments to mobilize funding for UNIDO programmes and projects, to participate in inter-agency meetings and undertake programme formulation missions. Funding is also provided for printing and communications.

Programme F.2: Quality Assurance and Evaluation

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	1,440.1	25.6	1,465.7
Consultants	45.0	2.0	47.0
Official travel	40.8	1.0	41.8
General operating expenses	29.3	1.1	30.4
Other expenditures	20.0	1.2	21.2
Regular budget	1,575.2	30.9	1,606.1
Operational budget (OB)			
Staff costs	431.2	22.8	454.0
Operational budget	431.2	22.8	454.0
Total resources	2,006.4	53.7	2,060.1

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	6.0	6.0	12.0
General Service	4.0	4.0	8.0
Total	10.0	10.0	20.0

Objective

F.7. The objective of the Programme is to operate and continuously improve an effective quality system for the Organization with a view to ensuring that the regular budget-funded services and the technical cooperation programmes and projects of UNIDO are designed and implemented in accordance with the principles of relevance, sustainability, impact, efficiency and effectiveness, that lessons learned from their evaluation are effectively applied and that qualitative information in this respect is provided to senior management, donors and policy-making organs on an individual and aggregated basis.

Activities and outputs

F.8. During the biennium, the Programme will focus its activities on the following areas:

01: Assisting the Director-General and senior management in identifying areas for improvement of organizational performance by organizing self-assessment exercises, reviewing the functioning of internal processes critical to the delivery of services and training supervisory staff in relevant concepts and methods; a report on key areas requiring improvements will be prepared for the Director-General;

02: Supporting and monitoring the application of the principles of quality management of development cooperation by providing advice thereon to concerned staff and to the Programme and Project Review Committee (PPRC), ensuring the relevant training of Headquarters and field staff on project design, monitoring and evaluation, including through the organization of Objective-Oriented Project Planning (OOPP) workshops; a report will be prepared annually on the status of applying quality management principles in UNIDO;

03: Maintaining a dialogue with multilateral and bilateral development cooperation agencies on the continuous improvement of project cycle management;

04: Organizing and monitoring the preparation of in-depth evaluations and self-evaluations of technical cooperation projects of all sizes;

05: Conducting selected cluster evaluations, grouped by source of funds or substantive themes, in cooperation with respective donors and recipients, as well as selected programme level in-depth evaluations of Headquarters programmes;

06: Ensuring the analysis and dissemination of evaluation findings and their feedback into the design of future activities financed from both regular budget and extrabudgetary resources.

Resources

F.9. In addition to the staff resources allocated to the Programme, consultant funds will be required to obtain advice on quality issues related to self-assessment and technical cooperation methods and for specialized evaluations. Travel funds will be used to present and discuss principles of quality management with development cooperation agencies and quality institutions, to attend the annual meetings of the Inter-Agency Working Group on Evaluation, for consultation on evaluations with UNDP, development financing institutions and donor countries, and for evaluations not covered by extrabudgetary funding. Provision is also made for communications, printing, and language and documentation services.

Programme F.3: Operational Support

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	3,069.3	128.5	3,197.8
Official travel	12.1	0.3	12.4
General operating expenses	34.1	1.1	35.2
Other expenditures	22.8	1.0	23.8
Regular budget	3,138.3	130.9	3,269.2
Operational budget (OB)			
Staff costs	3,168.6	125.7	3,294.3
General operating expenses	49.2	1.6	50.8
Operational budget	3,217.8	127.3	3,345.1
Total resources	6,356.1	258.2	6,614.3

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	12.0	12.0	24.0
General Service	34.0	32.0	66.0
Total	46.0	44.0	90.0

Objective

F.10. The objective of the Programme is to provide direct support to substantive programmes for the delivery of technical cooperation activities through services for project personnel, purchase and contracts, and the financial management of technical cooperation.

Activities and outputs

F.11. During the biennium, the Programme will focus its activities on the following areas:

F.12. Project Personnel:

01: The provision of project personnel, fellowships and study tour services on a cost-efficient, effective and transparent basis:

(a) Identifying qualified experts (approximately 4,000 experts in the biennium), maintaining appropriate rosters of experts and consultants and liaising with national and international sources of expertise;

(b) Carrying out interview missions and recruitment campaigns to identify new sources of high calibre candidates in both developed and developing countries;

(c) Ensuring that the UNIDO roster of experts is responsive to the actual needs of developing countries. The expansion of national execution of technical cooperation projects will require further improvement of the roster to enable UNIDO to meet fully the requests expected from national counterparts;

(d) In full accord with substantive sections concerned, identifying suitable training opportunities, place fellows and study tour participants and providing administrative support during training.

F.13. Purchase and Contracts:

01: The provision of purchase and contract services that are cost-efficient, effective and transparent, having wide geographical distribution and relations with firms, institutions, contractors and Government representatives:

(a) Providing services for the procurement of equipment and contractual services for technical cooperation projects executed by both UNIDO and under special arrangements with external clients. The Programme will also procure equipment and supplies required by UNIDO Headquarters, UCD and IPS offices, and for the operation, maintenance and repair of the VIC (1998). Rosters of equipment vendors and consulting companies will be maintained, updated and expanded;

(b) Endeavouring to increase the share of developing countries in the overall procurement of the Organization in line with the targets set by the relevant General Assembly resolutions. It will also aim at increasing the level of equipment and services procured on behalf of recipients of assistance from development finance institutions.

F.14. Financial Management of Technical Cooperation:

01: The financial management of technical cooperation activates will include:

(a) Issuing of project allotment documents, certification of the availability of funds and monitoring of the financial implementation of some 1,800 technical cooperation projects;

(b) Designing and maintaining financial reporting systems;

(c) Analysing statistical information for forecasting.

Resources

F.15. In addition to the staff resources allocated to the Programme, travel resources are required for project personnel services to undertake interview missions and recruitment campaigns. Provision is also made for language and documentation services, printing and communications.

Programme F.4: Direction and Management

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	338.9	7.7	346.6
Consultants	12.0	0.4	12.4
Official travel	24.0	0.6	24.6
General operating expenses	5.2	-	5.2
EDP non-staff costs	574.4	40.7	615.1
Other expenditures	132.1	7.6	139.7
Total resources	1,086.6	57.0	1,143.6

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	0.8	0.8	1.6
General Service	0.8	0.8	1.6
Total	1.6	1.6	3.2

Objective

F.16. The objective of the Programme is to provide effective management and direction to the activities of the Major Programme and to ensure the effective coordination and cooperation among the component Programmes as well as with all other Programmes and Subprogrammes within UNIDO.

Activities and outputs

F.17. The main activities of the Programme are to plan and coordinate the formulation of the work programmes of the Major Programme and its components in accordance with the mandate and the objectives of the Organization and the demands and needs of Member States. It will guide, coordinate, monitor and follow up the implementation of those work programmes and, in so doing, will ensure the effective and efficient financial and administrative management of the Major Programme.

Resources

F.18. In addition to the staff resources allocated to the Programme, consultant funds will be required to provide advice on policies and strategic issues related to the activities of the Major Programme. Travel resources are required to participate in international conferences and inter-agency meetings, for field level interventions on strategic and policy issues and other high-level missions requested by the Director-General. Provision is made for hospitality, communications and miscellaneous expenditures. Provision has also been made for general temporary assistance and overtime, electronic data processing, career development training, library services and printing for the entire Major Programme.

MAJOR PROGRAMME G: ADMINISTRATION

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	18,900.3	15.3	18,915.6
Consultants	87.9	3.0	90.9
Official travel	104.0	2.4	106.4
Contractual services	5.0	-	5.0
General operating expenses	11,633.0	1,071.2	12,704.2
Supplies and materials	663.7	51.2	714.9
Acquisition of furniture & equipment	428.7	36.9	465.6
EDP non-staff costs	1,804.4	124.2	1,928.6
Other expenditures	8,916.0	553.6	9,469.6
Total expenditure	42,543.0	1,857.8	44,400.8
Income			
Staff costs	4,872.1	(311.4)	4,560.7
Consultants	5.7	0.1	5.8
Official travel	3.3	-	3.3
General operating expenses	8,327.8	782.5	9,110.3
Supplies and materials	97.7	7.1	104.8
Acquisition of furniture & equipment	154.6	12.5	167.1
Other expenditures	2.0	0.1	2.1
Total income	13,463.2	490.9	13,954.1
Regular budget (net)	29,079.8	1,366.9	30,446.7
Operational budget (OB)			
Staff costs	2,740.1	132.1	2,872.2
General operating expenses	24.4	0.9	25.3
Operational budget	2,764.5	133.0	2,897.5
Total resources	31,844.3	1,499.9	33,344.2

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	32.8	29.8	62.6
General Service	183.3	75.3	258.6
Total	216.1	105.1	321.2

By Programme

		Staffing		Regular and operational budgets	Technical cooperation	TOTAL
		P	GS			
G.1.	Personnel Services	16.0	28.0	4,897.7		4,897.7
G.2.	Financial Services	18.0	67.0	6,146.0		6,146.0
G.3.	General Services	27.0	160.0	21,396.0		21,396.0
G.4.	Direction and Management	1.6	3.6	904.5		904.5
G.	Total Major Programme	62.6	258.6	33,344.2		33,344.2

Objective

G.1. The objective of the Major Programme is to provide cost-effective and efficient personnel, financial, logistical support, electronic data processing and general services to all Major Programmes of the Organization.

Composition

G.2. The Major Programme comprises four Programmes:

G.1: Personnel Services
G.2: Financial Services
G.3: General Services
G.4: Direction and Management

Programme G.1: Personnel Services

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	3,282.6	107.2	3,389.8
Consultants	50.7	1.5	52.2
Official travel	43.0	1.1	44.1
Contractual services	5.0	-	5.0
General operating expenses	39.0	1.4	40.4
EDP non-staff costs	37.3	1.9	39.2
Other expenditures	944.7	41.8	986.5
Regular budget	4,402.3	154.9	4,557.2
Operational budget (OB)			
Staff costs	323.4	17.1	340.5
Operational budget	323.4	17.1	340.5
Total resources	4,725.7	172.0	4,897.7

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	8.0	8.0	16.0
General Service	14.0	14.0	28.0
Total	22.0	22.0	44.0

Objective

G.3. The objective of the Programme is to provide the full range of personnel support services to management and staff at Headquarters and in country offices through a decentralized, streamlined and customer-friendly organizational and functional structure.

Activities and outputs

G.4. With regard to the recruitment and staff development activities, the Programme will:

01: Update existing recruitment policies and further simplify procedures. Develop and promote new strategies to achieve geographical and gender balance in the distribution of staff;

02: Manage the recruitment of all categories of staff, including consultants, at Headquarters and of international professional staff in country offices. Manage reassignment and placement of all serving staff. Update recruitment rosters;

03: Develop and manage systems for staff rotation and mobility, and staff exchange with industry. Develop and administer outplacement schemes for separating staff;

04: Organize and facilitate executive management workshops for senior staff to improve the overall management of the Organization. Design and conduct staff training for all categories of staff in the areas of technical skills upgrading including the use of computers, management development and general knowledge updating;

05: Develop and coordinate training programmes to facilitate the decentralization of personnel functions to line managers at Headquarters and country offices.

G.5. In the area of the personnel administration and social security, the Programme will:

01: Develop and ensure the overall application of staff regulations and rules pertaining to conditions of employment, salaries and allowances, and standards of conduct; ensure the application of the regulations and rules of the United Nations Joint Staff Pension Fund for UNIDO participants, negotiate and administer the group medical and life insurance schemes for active and retired staff, handle compensation claims, manage the personnel records of the staff;

02: Streamline and adapt personnel procedures and practices within a decentralized human resources management structure; streamline the administration of the education grant travel entitlement through the introduction of a lump-sum payment;

03: Monitor the timely completion of the annual staff performance evaluation system, utilizing the system to foster staff/management dialogue;

04: Administer and implement a staff reduction programme during the first year of the biennium;

05: Provide inputs to joint staff/management bodies, the Staff Pension Committee and Compensation Claims Board; deal with staff appeals, grievances and disciplinary cases, and review the rebuttal procedures and propose changes to make them more effective and efficient;

G.6. In addition, the following activities will be undertaken:

01: Decentralize and delegate operational responsibility and accountability for human resources management to programme managers and UNIDO subregional and country directors by deconcentrating and decentralizing as appropriate the personnel service functions. Provide policy guidance, operational advice and overall direction and coordination for the implementation of the personnel support programme to the outposted units. The decentralization of the recruitment and personnel administration functions to the field for local staff will require supporting arrangements with UNDP and can therefore not be implemented until later in 1998;

02: Simplify contractual arrangements now governed by the 100, 200 and 300 Series of the Staff Rules. Develop a support service agreement with UNDP for local field staff;

03: Develop or adapt modern concepts of human resources management within UNIDO and at inter-agency level and interact with CCAQ, ICSC and the UNJSPB;

04: Hand-in-hand with the decentralization of operational responsibilities, develop the relevant chapters of administrative guidelines, to eventually become part of a personnel management handbook;

05: Maintain constructive and balanced staff/management relations in an environment of transparency, mutual trust and understanding.

Resources

G.7. Responsibility for the activities and outputs described above will be arranged by the staff assigned to the Programme. The considerable organization-wide reduction of staff will create a heavy additional workload for Personnel Services during most of 1998. In determining the resource requirements, account has been taken of the expected reduction in services, including the foreseen transfer of Buildings Management in 1999. Consultancy funds are provided to assist with the job classification review. Provision will be made for travel of staff to attend meetings of joint bodies of the United Nations system and undertake other missions concerning the work of the Programme. Provisions have been made for staff training in career development, electronic data-processing, management development training, and the upgrading of technical skills. Funding for the contribution to the joint medical service operated by IAEA and to the joint language training operated by UNOV is included in the Programme. Provision is also made for printing, temporary assistance, communications and language and documentation services.

Programme G.2: Financial Services

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	4,724.3	156.3	4,880.6
Consultants	30.0	1.3	31.3
Official travel	14.5	0.3	14.8
General operating expenses	43.8	1.6	45.4
Other expenditures	37.5	1.4	38.9
Regular budget	4,850.1	160.9	5,011.0
Operational budget (OB)			
Staff costs	1,078.0	57.0	1,135.0
Operational budget	1,078.0	57.0	1,135.0
Total resources	5,928.1	217.9	6,146.0

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	9.0	9.0	18.0
General Service	34.5	32.5	67.0
Total	43.5	41.5	85.0

Objective

G.8. The objective of the Programme is to ensure the efficient and cost-effective management of the financial resources of UNIDO, with due regard to the financial rules and regulations and specific decisions of the policy-making organs. This includes budgeting, planning, forecasting, expenditure control, cash management, accounting and reporting for regular and operational budget activities as well as special funds and accounts established under the financial regulations.

G.9. The Programme comprises Budget, Accounts and Payments, Treasury, and Direction.

Activities and outputs

G.10. In respect of budgetary and control functions financed under the regular and operational budgets at UNIDO Headquarters and in the field, the Programme will:

01: Refine the new programme budget system and prepare budget estimates for biennial programme budgets; support, monitor and report on the financial implementation of approved budgetary appropriations and operational budget allocations; prepare reports on financial issues and financial projections, implementation and modalities for new activities; introduce new reports on the financial implementation of budgetary allocations on a programmatic basis;

02: Refine the operational budget reporting system and methodologies to allocate administrative costs with a view to strengthening delegated responsibility for resource utilization;

03: Issue programme allotment documents and UNIDO staffing tables for authorized posts; maintain systems, certify post availability and provide certification and financial management support for the implementation of IDDA supplementary activities and the field representation programme.

G.11. In respect of the accounts and payments further covering the recording of the financial transactions of UNIDO, preparation of financial statements and payment of UNIDO's financial obligations for all sources of funds under UNIDO's responsibility, the Programme will:

01: Introduce new procedures in the light of reduced staff resources to ensure the completion of high priority tasks;

02: Process and maintain records of financial transactions arising from UNIDO operations, undertake monthly reconciliation of assets and liabilities for all funds and prepare financial statements and draft special reports and analyses on financial issues;

03: Prepare financial statements for submission to the policy-making organs of UNIDO through the External Auditors, to UNDP and other donors, as well as to United Nations Headquarters;

04: Process field transactions and control field imprest accounts and all UNIDO payments, including Headquarters and experts payroll, purchases, fellowships, contracts, travel and other claims and authorize disbursements.

G.12. In undertaking the treasury functions covering the regular budget assessed contributions and provision of cash management services, the Programme will:

01: Prepare scales of assessment for the regular budget and the Working Capital Fund for approval by the policy-making organs;

02: Inform Member States of their obligations with regard to assessed contributions and the Working Capital Fund, collect assessed contributions, acknowledge receipt and prepare reports for the policy-making organs on assessment matters and other financial issues;

03: Manage and control the receipt, custody, disbursement and investment of all funds entrusted to or belonging to UNIDO.

G.13. In addition, in respect of policy questions in the management of the financial resources of the Organization and the response to demands for advice on new financial initiatives, the Programme will:

01: Propose amendments to the financial regulations and rules, and issue financial instructions and revisions to the finance manual;

02: Provide advice and coordinate the preparation of reports on financial matters to the Director-General and the policy-making organs as well as for dissemination to other agencies within the United Nations system;

03: Represent UNIDO at meetings of such United Nations committees as CCAQ and ACABQ;

04: Direct the system analysis function within Financial Services to ensure an ongoing process of design, review and enhancement of financial systems and procedures.

Resources

G.14. Responsibility for the activities and outputs described above will be assumed by the staff assigned to the Programme. In determining the resource requirements, account has been taken of the expected reduction in workloads following the transfer of Buildings Management in 1999. Consultant funds will be required to complete non-routine tasks in support of the Programme such as support cost analysis. Travel resources are provided to attend meetings of joint bodies of the United Nations system and to undertake other missions concerned with the work of the Programme. Provision is made for general temporary assistance, overtime, printing, communications and language and documentation services.

Programme G.3: General Services

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	10,491.7	(262.4)	10,229.3
Consultants	7.2	0.2	7.4
Official travel	22.5	0.4	22.9
General operating expenses	11,541.1	1,068.2	12,609.3
Supplies and materials	663.7	51.2	714.9
Acquisition of furniture & equipment	428.7	36.9	465.6
EDP non-staff costs	1,767.1	122.3	1,889.4
Other expenditures	7,578.0	411.3	7,989.3
Total expenditure	32,500.0	1,428.1	33,928.1
Income			
Staff costs	4,872.1	(311.4)	4,560.7
Consultants	5.7	0.1	5.8
Official travel	3.3	-	3.3
General operating expenses	8,327.8	782.5	9,110.3
Supplies and materials	97.7	7.1	104.8
Acquisition of furniture & equipment	154.6	12.5	167.1
Other expenditures	2.0	0.1	2.1
Total income	13,463.2	490.9	13,954.1
Regular budget (net)	19,036.8	937.2	19,974.0
Operational budget (OB)			
Staff costs	1,338.7	58.0	1,396.7
General operating expenses	24.4	0.9	25.3
Operational budget	1,363.1	58.9	1,422.0
Total resources	20,399.9	996.1	21,396.0

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	15.0	12.0	27.0
General Service	133.0	27.0	160.0
Total	148.0	39.0	187.0

By Subprogramme

	Staffing P	Staffing GS	Regular and operational budgets	Technical cooperation	TOTAL
G.3.1. Logistical Support			8,752.3		8,752.3
Income			127.1		127.1
Logistical Support (net)	4.0	37.0	8,625.2		8,625.2
G.3.2. Management Information	20.0	22.0	5,244.5		5,244.5
G.3.3. Buildings Management (gross)			21,353.3		21,353.3
Income			13,827.0		13,827.0
Buildings Management (net)	3.0	101.0	7,526.3		7,526.3
G.3. Total Programme (net)	27.0	160.0	21,396.0		21,396.0

Objective

G.15. The objective of the Programme is to provide efficient and cost-effective administrative support services for all UNIDO activities comprising accommodation, communications, management information services, inventory and records management, travel, transportation and shipment services, and supplies. The Programme also aims at ensuring safe and reliable operations of the VIC complex, for which UNIDO has responsibility.

Composition

G.16. The Programme comprises three Subprogrammes:

G.3.1: Logistical Support
G.3.2: Management Information
G.3.3: Buildings Management

Subprogramme G.3.1: Logistical Support

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	2,273.1	63.6	2,336.7
General operating expenses	999.7	77.8	1,077.5
Supplies and materials	540.0	42.2	582.2
Acquisition of furniture & equipment	233.0	21.1	254.1
Other expenditures	3,994.7	141.3	4,136.0
Total expenditure	8,040.5	346.0	8,386.5
Income			
Staff costs	119.3	7.8	127.1
Total income	119.3	7.8	127.1
Regular budget (net)	7,921.2	338.2	8,259.4
Operational budget (OB)			
Staff costs	323.4	17.1	340.5
General operating expenses	24.4	0.9	25.3
Operational budget	347.8	18.0	365.8
Total resources	8,269.0	356.2	8,625.2

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	2.0	2.0	4.0
General Service	21.0	16.0	37.0
Total	23.0	18.0	41.0

Objective

G.17. The objective of the Subprogramme is to provide for (a) the efficient management of the wide-ranging services under the Programme, and (b) official travel, transportation and shipment services; stationery supplies and furnishings; maintenance of inventories of expendable and non-expendable property for the Organization's Headquarters and field activities; and registry, records management and archive services.

Activities and outputs

G.18. New procedures will be introduced in the light of the reduced staffing resources in the Subprogramme to ensure the efficient implementation of the following activities:

01: Provide administrative support to Subprogramme G.3.3 (Buildings Management), including the Common Fund for Major Repairs and Replacements, and supervising the catering operation;

02: Undertake negotiations and discussions with other agencies operating at the VIC to ensure the smooth transfer of responsibility for Buildings Management by 1 January 1999;

03: Manage the resources for administrative services, such as joint security and safety, communications, supplies, acquisition of equipment and other operating costs in support of all UNIDO programmes;

04: Estimate travel costs for obligation, process travel authorizations and travel payment instructions and arrange travel and hotel accommodation; provide transportation by official vehicle and process claims on motor fuel tax refund for official cars; arrange shipments and insurance of personal effects, household goods and organizational property; and arrange storage, process insurance claims as well as customs declarations for duty-free importation of goods; provide information on visa-related matters, obtain official visas for the purposes of official travel and process United Nations travel documents;

05: Supervise and control the maintenance of property records; administer receipt, storage, distribution and maintenance services for all office equipment, stationery supplies and furnishings; continuously evaluate and control the relocation, receipt and disposal of all furniture, office equipment or other property; and monitor and control all records of purchases of equipment for the VIC Catering Service, the UNIDO offices at Geneva and New York, field offices, IPS offices and technical cooperation projects;

06: Maintain the electronic records management of UNIDO, including incoming, outgoing and internal communications, reference services and archiving the records retirement programmes of UNIDO.

Resources

G.19. Responsibility for the activities and outputs described above will be assumed by the staff assigned to the Subprogramme, including conference technicians servicing the technical equipment of conference services, currently cost-shared with UNOV, who are expected to be transferred together with Buildings Management to another organization in the VIC with effect from 1 January 1999. In determining the resource requirements of the Subprogramme, account has been taken of the expected reductions in workload following the transfer of Buildings Management in 1999. The Subprogramme requires resources for the operation, repair and upkeep of the parts of the building complex, and furniture and equipment attributable to UNIDO only. Resources are also required for the provision of administrative services, supplies and equipment to all programmes of the Organization. UNIDO's share of the cost of the joint UN/UNIDO communications service, provided by UNOV, is allocated to the Subprogramme. In 1998-1999, direct communications costs are allocated to the user programmes. Provision is also made for printing and travel funds. A table showing expenditure items is presented below.

Regular budget resource breakdown

(In thousands of US dollars at US$ 1 = AS 12.90, at 1996-1997 rates)

	1998-1999 (1)	1996-1997 (2)	Increase/(decrease) (3) = (1-2)
Rental and maintenance of premises	557.3	738.7	(181.4)
Rental and maintenance of furniture and equipment	279.2	718.8	(439.6)
Communications	63.2	89.3	(26.1)
Miscellaneous services	100.0	188.6	(88.6)
Supplies and materials	540.0	686.4	(146.4)
Acquisition of furniture and equipment	233.0	407.2	(174.2)
Common security and safety service	2,170.6	2,670.6	(500.0)
Joint communications service	1,050.0	1,669.6	(619.6)
Reimbursement to common Major Repair Fund	650.0	650.0	-
TOTAL	5,743.3	7,819.2	(2,075.9)

Subprogramme G.3.2: Management Information

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	2,202.3	77.9	2,280.2
Official travel	18.3	0.4	18.7
EDP non-staff costs	1,767.1	122.3	1,889.4
Regular budget	3,987.7	200.6	4,188.3
Operational budget (OB)			
Staff costs	1,015.3	40.9	1,056.2
Operational budget	1,015.3	40.9	1,056.2
Total resources	5,003.0	241.5	5,244.5

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	10.0	10.0	20.0
General Service	11.0	11.0	22.0
Total	21.0	21.0	42.0

Objective

G.20. As a central reference point in the Secretariat for planning, implementing and supporting the application of information technology, the objective of the Subprogramme is the effective management of computer-based information as an institutional resource and as an instrument to enhance staff productivity, quality of work, organizational efficiency and improved institutional effectiveness. The Subprogramme undertakes (a) the planning, analysis, development and implementation of the Organization's computing systems; (b) the operation of equipment; (c) support of end-users and (d) the security and resource integrity of databases and applications.

Activities and outputs

G.21. During the biennium, the Subprogramme will focus on the following activities:

> 01: Supporting information management and cost-effective and efficient application of information technology throughout the Organization through identifying new opportunities and proposing implementation of technology developments, and by documenting and communicating ways to use computer equipment, applications, commercial software and telecommunications facilities. Assistance is provided to end-users throughout the Organization with regard to desktop computing and to planning of information technology strategy, resources and services;
>
> 02: Maintaining the suitable technical environment required for the successful operation of the mainframe partition under the facilities management agreement with IAEA, including liaising with IAEA staff, monitoring achievement of target service levels, controlling access and security, and managing data space and data integrity;
>
> 03: Providing services to analyse, design, programme and test new computerized information systems based on the Organization's strategic information technology requirements, maintaining and enhancing a growing number of existing computer applications;
>
> 04: Developing and maintaining standards, methods and procedures in order to support an adequate application architecture.

Resources

G.22. Responsibility for the activities and outputs described above will be assumed by the staff assigned to the Subprogramme. The resource allocations take account of the outsourcing of some functions, which are to be undertaken by IAEA's mainframe computer service under the new agreement with effect from 1998. Travel funds are foreseen to attend meetings of United Nations bodies and other organizations. The EDP non-staff costs under this Subprogramme cover the estimated requirements for Major Programme G (Administration) as a whole, together with estimated requirements for network, supplies, external computer costs and consultants, which cover all UNIDO programmes. Consultant funds are required to assist in designing, programming and implementing a country information system and in planning, and migrating applications from the mainframe to a client server platform. Provision is also made for general temporary assistance and overtime.

Subprogramme G.3.3: Buildings Management

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	6,016.3	(403.9)	5,612.4
Consultants	7.2	0.2	7.4
Official travel	4.2		4.2
General operating expenses	10,541.4	990.4	11,531.8
Supplies and materials	123.7	9.0	132.7
Acquisition of furniture & equipment	195.7	15.8	211.5
Other expenditures	3,583.3	270.0	3,853.3
Total expenditure	20,471.8	881.5	21,353.3
Income			
Staff costs	4,752.8	(319.2)	4,433.6
Consultants	5.7	0.1	5.8
Official travel	3.3		3.3
General operating expenses	8,327.8	782.5	9,110.3
Supplies and materials	97.7	7.1	104.8
Acquisition of furniture & equipment	154.6	12.5	167.1
Other expenditures	2.0	0.1	2.1
Total income	13,343.9	483.1	13,827.0
Total resources (net)	7,127.9	398.4	7,526.3

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	3.0		3.0
General Service	101.0		101.0
Total	104.0		104.0

Objective

G.23. On behalf of all the VIC-based international organizations and as a common service, the Subprogramme ensures safe and reliable operation, maintenance and repair of grounds, buildings, installations and equipment of the VIC complex in a timely, economical and efficient manner. It also provides services related to space allocation and staff relocation to all VIC-based organizations.

Activities and outputs

G.24. In 1998, activities of the Subprogramme include:

01: Providing round-the-clock operation of building systems and ensuring upkeep of the premises in compliance with local safety regulations, with emphasis on civil engineering, electrical engineering, electronics engineering and buildings operations, and implementation of the projects financed by the Common Fund for Major Repairs and Replacements at the VIC to which UNIDO, IAEA, UNOV and the Austrian Government contribute;

02: Operating, maintaining and repairing UNIDO/UNOV conference room installations and audio-visual equipment; supervising and reviewing services contracted in relation to the maintenance of the VIC complex; carrying out the technical operation of United Nations/UNIDO conferences; taking measures to meet strict requirements in respect of waste disposal; and providing services relating to space allocation and staff relocation in accordance with established office space standards.

Resources

G.25. The resources under the Subprogramme vary considerably between 1998 and 1999.

G.26. The present financing structure, which will continue to apply in 1998, provides for a gross budget to cover all the costs of buildings management, including staff and non-staff. On the basis of the cost-sharing formula used to allocate the costs of operating the VIC complex, UNIDO expects cost reimbursement income representing 79 per cent of gross expenditures in 1998. From 1999, when UNIDO expects to transfer responsibility to another organization in the VIC, UNIDO will become a recipient of services rather than a provider. Effective 1 January 1999, UNIDO will no longer maintain staff in Buildings Management or budget for the variety of building operation costs, hitherto detailed in the budget. From 1999 the costs to UNIDO of Buildings Management, which are anticipated at 21 per cent of the total operating costs, will be budgeted under a single object of expenditure.

G.27. The resource requirements, cost reimbursement and UNIDO's share of the programme are presented below at 1998-1999 costs:

	Total gross cost			Cost reimbursement to UNIDO		UNIDO share		
	1998	1999 a/	1998-1999	1998	1999	1998	1999	1998-1999
Percentage				79.0	N/A	21.0	21.0	21.0
Staff costs								
Established posts	5,301.1	5,369.5	10,670.6	4,187.8		1,113.3		1,113.3
General temporary assistance	246.1	258.4	504.5	194.4		51.7		51.7
Consultants	7.4	8.3	15.7	5.8		1.6		1.6
Overtime	65.3	69.0	134.3	51.5		13.8		13.8
Official travel	4.2	4.6	8.8	3.3		0.9		0.9
Non-staff costs								
Rental and maintenance of premises	5,224.7	5,545.7	10,770.4	4,127.5		1,097.2		1,097.2
Utilities	6,273.0	6,650.4	12,923.4	4,955.7		1,317.3		1,317.3
Rental and maintenance of furniture and equipment	26.8	28.6	55.4	21.3		5.5		5.5
Miscellaneous services	7.3	8.2	15.5	5.8		1.5		1.5
Supplies and materials	132.7	141.1	273.8	104.8		27.9		27.9
Acquisition of furniture and equipment	211.5	231.7	443.2	167.1		44.4		44.4
Common printing services	2.7	3.5	6.2	2.1		0.6		0.6
UNIDO's contribution to common Buildings Management							3,850.6	3,850.6
TOTAL	17,502.8	18,319.0	35,821.8	13,827.1	0.0	3,675.7	3,850.6	7,526.3

a/ For information only, not included in UNIDO's budget estimates, but is expected to be included in the budget estimates of the managing organization in 1999.

Special consideration

G.28. In view of the difficult budget situation facing UNIDO, it has not been possible to include resources for a major equipment replacement programme scheduled to be undertaken over the next three years. The gross costs of the programme for 1998-1999 of $7.6 million would be shared by participating organizations. UNIDO's share would be approximately $1.6 million. Although no resources are requested for this purpose at this time, a solution to the financing of the essential programme must be found. In this respect, the other organizations sharing in the costs of the VIC have included reference to the Programme in their programme budgets for 1998.

Programme G.4: Direction and Management

Resource estimates (in thousands of dollars)

	1998-1999 before recosting	Recosting	1998-1999 estimates
Regular budget (RB)			
Staff costs	401.7	14.2	415.9
Official travel	24.0	0.6	24.6
General operating expenses	9.1		9.1
Other expenditures	355.8	99.1	454.9
Total resources	790.6	113.9	904.5

Staffing: Regular and operational budgets

	1998	1999	Total
Professional	0.8	0.8	1.6
General Service	1.8	1.8	3.6
Total	2.6	2.6	5.2

Objective

G.29. The objective of the Programme is to provide effective management and direction to the activities of the Major Programme and to ensure the effective coordination and cooperation among the component Programmes and Subprogrammes as well as with all other Programmes and Subprogrammes within UNIDO.

Activities and outputs

G.30. The main activities of the Programme are to plan and coordinate the formulation of the work programmes of the Major Programme and its components in accordance with the mandate and the objectives of the Organization and the demands and needs of Member States. It will guide, coordinate, monitor and follow-up the implementation of those work programmes and in so doing will ensure the effective and efficient financial and administrative management of the Major Programme.

Resources

G.31. In addition to the staff resources allocated to the Programme, travel resources are required to participate in international and high-level conferences and inter-agency meetings, for interventions on strategic and policy issues at the field level and other high-level missions requested by the Director-General. Provision is made for meetings planning and interpretation, covering the estimated requirements of all UNIDO programmes with the exception of Major Programme A (Policy-making Organs). Provision is made for general temporary assistance, overtime, hospitality, miscellaneous expenditures, communications and printing. Provision has also been made for library services for the entire Major Programme.

INDUSTRIAL DEVELOPMENT DECADE FOR AFRICA SUPPLEMENTARY ACTIVITIES

Objective

1. The refocused plan for the Second IDDA, as adopted by the thirty-third summit of OAU in June 1997, envisages activities in the following key areas: (a) strengthening interlinkages between industry and agriculture, (b) enhancing industrial investment in support of rehabilitation and improved performance of enterprises, (c) strengthening the African entrepreneurial base, (d) strengthening the informal and small-scale sectors, (e) market orientation, (f) stimulating an industrial culture, (g) promoting subregional and regional cooperation, and (h) environmental issues.

2. The Alliance for Africa's Industrialization will serve as a dynamic mechanism for the attainment of the goals and objectives of the second IDDA by supplementing existing government support services and promotional efforts through mobilizing additional resources.

Activities and outputs

3. During the biennium, the programme for IDDA supplementary activities will concentrate on the following areas:

(a) Ensuring a comprehensive public information programme on UNIDO activities in Africa (Programme B.6);

(b) Mobilizing domestic and foreign direct investment through integrated programmes of investment and technology promotion (Subprogramme C.1.1);

(c) Developing and supporting interactive policy formulation (Subprogramme C.2.1);

(d) Developing and supporting coherent strategies for promoting competitiveness of small and medium industries (Subprogramme C.3.1);

(e) Supporting African industries, specifically their access to external markets, by enhancing their level of quality, competitiveness and safety and by providing instruments to reduce technical trade barriers originated from international standards and regulations (Subprogramme C.3.2);

(f) Conducting sectoral surveys in support of industrial transformation of agricultural resources (Subprogramme C.4.1);

(g) Supporting cooperation of African regional centres of excellence for agro-support industries to facilitate capacity-building (Subprogramme C.4.2);

(h) Introducing cleaner production techniques at plant level and supporting the establishment of cleaner production centres (Subprogramme D.1.3);

(i) Supporting field offices in programme development, project formulation and resource mobilization (Subprogrammes E.1.2 and E.2.2);

(j) Providing the coordination structure and secretariat requirements for the AAI (Subprogrammes E.1.1 and E.2.1).

4. The resources amounting to $5,648,600 and details of activities are presented under the respective Programmes and Subprogrammes to which IDDA resource allocations have been made. Individual programmes and projects will be subject to established programme development and approval procedures.

5. Activities in support of the IDDA will also be financed under the Regular Programme of Technical Cooperation (RPTC) and are described under the relevant programme descriptions.

REGULAR PROGRAMME OF TECHNICAL COOPERATION

Introduction

1. This section of the budget presents the programmatic description and resources of the Regular Programme of Technical Cooperation for the Organization as a whole. In accordance with the programmatic approach, specific resource allocations are presented in the Major Programmes under which the activities are to be implemented.

Objective

2. The objective of the Regular Programme of Technical Cooperation is defined in the Constitution of UNIDO: it is designed to improve the effectiveness of the Organization's programme of work in the field of industrial development and to strengthen the Organization's contribution to the United Nations development system (UNIDO Constitution, Annex II, part B). The Programme will ensure the effective implementation of the Regular Programme of Technical Cooperation to enable UNIDO to adapt its functions and priorities and orient its activities to the new realities of the changing global economic environment. The Programme will help UNIDO to sharpen its focus and implement its mandates to support and promote the sustainable industrial development of developing countries and countries with economies in transition. Special attention will be given to least developed countries, especially in Africa.

Activities and outputs

> 01: The activities of the Programme will be implemented under all substantive programmes of the Organization. They will be designed so as to enable the Organization to respond effectively to the priority needs of recipient countries and ensure the quality of UNIDO services in terms of relevance to target beneficiaries. The activities will help UNIDO to develop comprehensive packages of integrated services. Considering the limited amount of these freely programmable funds, they will be used strategically as seed money and will contribute to mobilizing additional resources;
>
> 02: Two categories of activities respond to specific mandates: the technical cooperation component of the IDDA programme, and consultations with Governments. The IDDA-related activities will focus on the provision of services that promote the realization of the goals of the Second IDDA using the Alliance for Africa's Industrialization and its Plan of Action, adopted by the thirteenth Conference of the African Ministers of Industry, as a mechanism for achieving the objectives of a re-focused IDDA. In accordance with the Plan of Action, emphasis will be given to UNIDO's global forum function and four selected priority areas: (a) capacity-building for industrial competitiveness; (b) linking industry and agriculture to enhance productivity and competitiveness in agro-industries; (c) promoting growth in small and medium industries; and (d) promoting private investment and other forms of international industrial cooperation;
>
> 03: The other activities will be structured along the lines of the Organization's streamlined priorities: strengthening of industrial capacities, promoting investment and related technologies, supporting industrial information and networking, supporting the global forum function, providing policy advice and promoting cleaner and sustainable industrial development. Emphasis will be given to services in support of agro-based and agro-related industries and in support of SMIs and their integration into national industrial structures. A key area of focus of the Regular Programme of Technical Cooperation will be the needs of the LDCs, in particular through the design of projects and programmes for these countries and mobilization of financial resources for their implementation. The Programme will also aim at promoting international industrial cooperation between developed and developing countries, among developing countries and between developing countries and countries with economies in transition. Emphasis will be given to the integration of women in development;

04. The projects to be implemented under the Regular Programme of Technical Cooperation will be based on the following criteria:

(a) Preparatory activities, including needs assessment, that will enable UNIDO to develop programmes and projects to respond to priority needs of recipient countries;

(b) Upstream and analytical work, including expert group meetings to support the development of UNIDO priority programmes;

(c) Promotional activities directly linked to the development of priority programmes through such mechanisms as seminars, workshops and symposia;

(d) Flexible response to urgent requests for immediate policy and technical advisory services;

(e) Technical cooperation activities meeting the criteria of the IDDA programme.

Resources

3. The resources allocated to the programme (6 per cent of the total regular budget of the Organization) will be utilized to finance technical cooperation activities as described above.

(a)	UNIDO priorities, including special regional programmes	$3,752,400
(b)	Consultations with Governments	$ 110,000
(c)	Industrial Development Decade for Africa	$3,638,000
	Total	**$7,500,400**

MISCELLANEOUS INCOME

1. Estimated miscellaneous income for 1998-1999 amounts to $1,508,300 in the regular budget and $430,000 in the operational budget, details of which are shown in the following paragraphs.

A. Income on deposits ($1,396,200-RB), ($430,000-OB)

2. Estimates for income on deposits is based on anticipated interest earnings on cash balances in the General Fund, Working Capital Fund and Operational Budget Account for Support Costs. Based on the income earned under this heading in 1996 and anticipated for 1997, estimates of $1,396,200 for 1998-1999 under the regular budget and $430,000 in the operational budget are considered reasonable.

B. Sale of publications ($112,100-RB)

3. Through its sales publications, UNIDO seeks to promote its image world-wide as the focal point of the United Nations in all matters concerning industrial development. A sales publication usually originates when a substantive unit considers it has produced a study with sufficiently wide appeal as to be saleable. If the study is the result of an expensive input of staff and consultant time, selling it is a means not only of disseminating the data or information gathered, but also of recouping at least part of the outlay on its gathering.

4. Within the UNIDO Secretariat, the overall responsibility for developing and implementing the Organization's publications programme is vested in the Publications Board, which is chaired by the Director-General and is required to meet twice a year. The day-to-day management of the publications programme is undertaken by the Publications Committee and meets on a regular monthly basis. The Committee is required to prepare, for the Board's approval, policy recommendations governing all aspects of UNIDO's publications activities as well as recommendations for an indicative annual publications programme. In addition, the Committee is required to monitor continuously the execution of the publications programmes, and to establish and administer a revolving fund to finance the Organization's publications activities. The fulfilment of these functions is entrusted to the Secretary of the Publications Board and Committee, who combines this task with that of the divisional Administrative Officer, allocating approximately half of his time to each of these activities. It also requires substantial general service support from the secretary to the Managing Director.

5. The marketing arrangements for UNIDO's sales publications are currently under review. Until 1993, UNIDO concluded an annual agreement with the United Nations Publications Section to distribute UNIDO publications in return for a reimbursement of the printing costs plus a royalty of 10 per cent. For selected publications with a good sales potential, a system of charging 35 per cent on a consignment basis was also adopted. The terms of this agreement continue, *de facto*, to be observed by both parties pending a comprehensive review of UNIDO policy with regard to sales publications. A direct sales system has, however, been set up within the Secretariat of the Publications Board and Committee to ensure a speedy response to customer requests for sales publications submitted directly to UNIDO. This function, which is indispensable to promote and maintain UNIDO's reputation as a client-oriented organization, also requires substantial clerical support from the secretary to the divisional Administrative Officer and Secretary of the Publications Board/Committee.

Sales publication revolving fund

6. In line with the practice in many other organizations in the United Nations system, the budget proposal foresees the establishment of a sales publication revolving fund. The establishment of such a fund recognizes the increasing importance of publications in demonstrating the role of UNIDO as a global forum for supplying and promoting industrial development.

7. A sales publication revolving fund would be established with income earned from the sales of publications during the biennium. The fund would support the longer range planning of publication activities, including promotion, marketing and re-printing of publications.

8. One half of the revenue to the fund, during a biennium, would be credited to miscellaneous income to ensure that the anticipated credit against Member States' contributions for sale of publications is maintained. The fund will cover costs which, under the current procedures, is set off against revenues. The proposed treatment of sales publication revenue will also improve the transparency of accounting procedures.

9. Unless there is a marked increase in sales activity, the sales publication revolving fund is expected to have only a modest balance by the end of the biennium. The following table presents the anticipated financial activity during the biennium under the fund:

Estimates of gross and net revenue
(In thousands of US dollars)

	1996-1997 approved estimates		1998-1999 estimates		
			Sales publications revolving fund		Miscellaneous income
Gross sales		193.3	112.1		112.1
Less expenses against revenue					
Travel	7.0		7.2		
Advertising and promotion	28.4		29.4		
Printing	48.0		49.6		
Miscellaneous	0.6		0.7		
		84.0		86.9	
BALANCE IN SALES PUBLICATION REVOLVING FUND (31/12/1999)		N/A		25.2	
NET REVENUE		109.3			112.1

10. Expenditures on travel will be required for travel to book fairs or for organizing special promotional activities. Resources will be required for journal advertisements and other promotional activities. Funding is required for reprints of sales publications and planned publications for which provision in the regular budget is insufficient. Miscellaneous expenditures relate to unreimbursed mailing costs.

C. Other items

11. Other items for which miscellaneous income has been received in prior bienniums, but for which reliable estimates cannot be made are presented for the information of Member States. Those items include:

(a) Refund of prior year expenditures;

(b) Sales of used equipment;

(c) Net gain on exchange.

Any income received for these or other miscellaneous items during the biennium will be recorded against other income and reported in the financial performance reports.

Annex A

Table 1. Regular and operational budget expenditure and income by Major Programme and Programme

(In thousands of dollars at an exchange rate of $1 = AS 12.50)

Programme	1 1996-1997 budget	2 1998-1999 resource growth	3 1998-1999 resources requirements at 1996-1997 rates	4 Recosting	5 1998-1999 resources requirements at 1998-1999 rates	Per cent of total Budget	
						1998-1999	1996-1997
Expenditure							
A POLICY-MAKING ORGANS							
A.1 Meetings of Policy-making Organs			5,116.6	196.6	5,313.2	3.0	
A.2 Secretariat of Policy-making Organs & Protocol			1,346.8	20.0	1,366.8	0.8	
Subtotal			6,463.4	216.6	6,680.0	3.8	
B GENERAL MANAGEMENT							
B.1 Executive Direction and Management			2,293.9	70.0	2,363.9	1.4	
B.2 Internal Audit			734.3	20.9	755.2	0.4	
B.3 Legal Service			1,162.4	16.4	1,178.8	0.7	
B.4 Policy Coordination and Strategic Planning			1,783.4	43.8	1,827.2	1.0	
B.5 United Nations System Coordination and Liaison			1,732.3	139.1	1,871.4	1.1	
B.6 Public Relations and Information			2,615.6	103.5	2,719.1	1.6	
Subtotal			10,321.9	393.7	10,715.6	6.1	
C STRENGTHENING OF INDUSTRIAL CAPACITIES							
C.1 Industrial Investment, Technology and Information			15,281.3	495.6	15,776.9	9.0	
C.2 Industrial Policies and Strategies			10,420.1	274.4	10,694.5	6.1	
C.3 Institutional Capacity-building			11,233.7	337.6	11,571.3	6.6	
C.4 Integrated Agro-Industry Development			5,684.4	156.5	5,840.9	3.3	
C.5 Other Sectoral Capacity-building			570.0	14.3	584.3	0.3	
C.6 Regular Programme of Technical Cooperation			4,036.9	144.9	4,181.8	2.4	
C.7 Direction and Management			3,102.6	156.3	3,258.9	1.9	
Subtotal			50,329.0	1,579.6	51,908.6	29.8	
D CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT							
D.1 Cleaner Production			2,747.8	61.5	2,809.3	1.6	
D.2 Applied Environmental Technologies			3,661.2	103.9	3,765.1	2.2	
D.3 International Environmental Agreements			8,098.1	233.5	8,331.6	4.8	
D.4 Regular Programme of Technical Cooperation			2,527.2	90.6	2,617.8	1.5	
D.5 Direction and Management			1,387.6	62.7	1,450.3	0.8	
Subtotal			18,421.9	552.2	18,974.1	10.9	
E REGIONAL PROGRAMME MANAGEMENT							
E.1 Africa			10,040.9	188.2	10,229.1	5.9	
E.2 Arab Countries			3,461.3	70.9	3,532.2	2.0	
E.3 Asia and the Pacific			5,104.9	83.0	5,187.9	3.0	
E.4 Europe and NIS			1,513.7	27.1	1,540.8	0.9	
E.5 Latin America and the Caribbean			4,817.6	103.7	4,921.3	2.8	
E.6 Regular Programme of Technical Cooperation			936.3	36.5	972.8	0.6	
E.7 Direction and Management			713.4	28.0	741.4	0.4	
Subtotal			26,588.1	537.4	27,125.5	15.6	

	1	2	3	4	5	Per cent of total Budget	
Programme	1996-1997 budget	1998-1999 resource growth	1998-1999 resources requirements at 1996-1997 rates	Recosting	1998-1999 resources requirements at 1998-1999 rates	1998-1999	1996-1997
F TECHNICAL COOPERATION MANAGEMENT							
F.1 Funds Mobilization, Project Approvals & Programme Monitoring			1,866.9	36.9	1,903.8	1.1	
F.2 Quality Assurance and Evaluation			2,006.4	53.7	2,060.1	1.2	
F.3 Operational Support			6,356.1	258.2	6,614.3	3.8	
F.4 Direction and Management			1,086.6	57.0	1,143.6	0.7	
Subtotal			11,316.0	405.8	11,721.8	6.7	
G ADMINISTRATION							
G.1 Personnel Services			4,725.7	172.0	4,897.7	2.8	
G.2 Financial Services			5,928.1	217.9	6,146.0	3.5	
G.3 General Services			33,863.1	1,487.0	35,350.1	20.3	
G.4 Direction and Management			790.6	113.9	904.5	0.5	
Subtotal			45,307.5	1,990.8	47,298.3	27.1	
TOTAL expenditure	239,056.6	(70,308.8)	168,747.8	5,676.1	174,423.9	100.0	
Income							
E REGIONAL PROGRAMME MANAGEMENT							
E.1 Africa			606.2	(22.6)	583.6	3.4	
E.2 Arab Countries			159.5	(22.0)	137.5	0.8	
E.3 Asia and the Pacific			381.0	(39.0)	342.0	2.0	
E.4 Europe and NIS			27.4	2.0	29.4	0.2	
E.5 Latin America and the Caribbean			442.2	(34.1)	408.1	2.3	
E.6 Regular Programme of Technical Cooperation							
E.7 Direction and Management							
Subtotal			1,616.3	(115.7)	1,500.6	8.6	
G ADMINISTRATION							
G.1 Personnel Services							
G.2 Financial Services							
G.3 General Services			13,463.2	490.9	13,954.1	80.2	
G.4 Direction and Management							
Subtotal			13,463.2	490.9	13,954.1	80.2	
Miscellaneous income			1,935.5	2.8	1,938.3	11.1	
TOTAL income	29,347.1	(12,332.1)	17,015.0	378.0	17,393.0	100.0	
NET GRAND TOTAL	209,709.5	(57,976.7)	151,732.8	5,298.1	157,030.9		

Table 2. Regular budget expenditure and income by Major Programme and Programme

(In thousands of dollars at an exchange rate of $1 = AS 12.90)

	1	2	3	4	5		
Programme	1996-1997 budget	1998-1999 resource growth	1998-1999 resources requirements at 1996-1997 rates	Recosting	1998-1999 resources requirements at 1998-1999 rates	Per cent of total Budget	
						1998-1999	1996-1997
Expenditure							
A POLICY-MAKING ORGANS							
A.1 Meetings of Policy-making Organs			5,116.6	196.6	5,313.2	3.6	
A.2 Secretariat of Policy-making Organs & Protocol			1,346.8	20.0	1,366.8	0.9	
Subtotal			6,463.4	216.6	6,680.0	4.6	
B GENERAL MANAGEMENT							
B.1 Executive Direction and Management			2,293.9	70.0	2,363.9	1.6	
B.2 Internal Audit			734.3	20.9	755.2	0.5	
B.3 Legal Service			928.1	9.1	937.2	0.6	
B.4 Policy Coordination and Strategic Planning			1,783.4	43.8	1,827.2	1.3	
B.5 United Nations System Coordination and Liaison			1,732.3	139.1	1,871.4	1.3	
B.6 Public Relations and Information			2,615.6	103.5	2,719.1	1.9	
Subtotal			10,087.6	386.4	10,474.0	7.2	
C STRENGTHENING OF INDUSTRIAL CAPACITIES							
C.1 Industrial Investment, Technology and Information			11,311.0	370.1	11,681.1	8.0	
C.2 Industrial Policies and Strategies			9,385.4	246.4	9,631.8	6.6	
C.3 Institutional Capacity-building			8,719.8	253.5	8,973.3	6.2	
C.4 Integrated Agro-Industry Development			3,829.4	109.1	3,938.5	2.7	
C.5 Other Sectoral Capacity-building			345.2	6.9	352.1	0.2	
C.6 Regular Programme of Technical Cooperation			4,036.9	144.9	4,181.8	2.9	
C.7 Direction and Management			3,102.6	156.3	3,258.9	2.2	
Subtotal			40,730.3	1,287.2	42,017.5	28.8	
D CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT							
D.1 Cleaner Production			1,452.2	45.2	1,497.4	1.0	
D.2 Applied Environmental Technologies			2,946.6	79.9	3,026.5	2.1	
D.3 International Environmental Agreements			5,672.7	150.3	5,823.0	4.0	
D.4 Regular Programme of Technical Cooperation			2,527.2	90.6	2,617.8	1.8	
D.5 Direction and Management			1,387.6	62.7	1,450.3	1.0	
Subtotal			13,986.3	428.7	14,415.0	9.9	
E REGIONAL PROGRAMME MANAGEMENT							
E.1 Africa			7,538.4	181.2	7,719.6	5.3	
E.2 Arab Countries			2,485.9	82.1	2,568.0	1.8	
E.3 Asia and the Pacific			3,526.0	90.8	3,616.8	2.5	
E.4 Europe and NIS			1,513.7	27.1	1,540.8	1.1	
E.5 Latin America and the Caribbean			3,084.5	99.8	3,184.3	2.2	
E.6 Regular Programme of Technical Cooperation			936.3	36.5	972.8	0.7	
E.7 Direction and Management			713.4	28.0	741.4	0.5	
Subtotal			19,798.2	545.5	20,343.7	13.9	

Programme	1 1996-1997 budget	2 1998-1999 resource growth	3 1998-1999 resources requirements at 1996-1997 rates	4 Recosting	5 1998-1999 resources requirements at 1998-1999 rates	Per cent of total Budget 1998-1999	 1996-1997
F TECHNICAL COOPERATION MANAGEMENT							
F.1 Funds Mobilization, Project Approvals & Programme Monitoring			1,524.8	23.9	1,548.7	1.1	
F.2 Quality Assurance and Evaluation			1,575.2	30.9	1,606.1	1.1	
F.3 Operational Support			3,138.3	130.9	3,269.2	2.2	
F.4 Direction and Management			1,086.6	57.0	1,143.6	0.8	
Subtotal			7,324.9	242.7	7,567.6	5.2	
G ADMINISTRATION							
G.1 Personnel Services			4,402.3	154.9	4,557.2	3.1	
G.2 Financial Services			4,850.1	160.9	5,011.0	3.4	
G.3 General Services			32,500.0	1,428.1	33,928.1	23.3	
G.4 Direction and Management			790.6	113.9	904.5	0.6	
Subtotal			42,543.0	1,857.8	44,400.8	30.4	
TOTAL expenditure	210,246.6	(69,312.9)	140,933.7	4,964.9	145,898.6	100.0	
Income							
E REGIONAL PROGRAMME MANAGEMENT							
E.1 Africa			384.1	(5.4)	378.7	2.3	
E.2 Arab Countries			113.9	(25.2)	88.7	0.5	
E.3 Asia and the Pacific			209.3	(18.1)	191.2	1.2	
E.4 Europe and NIS			27.4	2.0	29.4	0.2	
E.5 Latin America and the Caribbean			224.3	(16.8)	207.5	1.3	
E.6 Regular Programme of Technical Cooperation							
E.7 Direction and Management							
Subtotal			959.0	(63.5)	895.5	5.5	
G ADMINISTRATION							
G.1 Personnel Services							
G.2 Financial Services							
G.3 General Services			13,463.2	490.9	13,954.1	85.3	
G.4 Direction and Management							
Subtotal			13,463.2	490.9	13,954.1	85.3	
Miscellaneous income			1,505.5	2.8	1,508.3	9.2	
TOTAL income	29,347.1	(13,419.4)	15,927.7	430.2	16,357.9	100.0	
NET GRAND TOTAL	180,899.5	(55,893.5)	125,006.0	4,534.7	129,540.7		

Table 3. Operational budget expenditure (net income) by Major Programme and Programme

(In thousands of dollars at an exchange rate of $1 = AS 12.90)

Programme	1 1996-1997 budget	2 1998-1999 resource growth	3 1998-1999 resources requirements at 1996-1997 rates	4 Recosting	5 1998-1999 resources requirements at 1998-1999 rates	Per cent of total Budget 1998-1999	Per cent of total Budget 1996-1997
Expenditure							
A POLICY-MAKING ORGANS							
A.1 Meetings of Policy-making Organs							
A.2 Secretariat of Policy-making Organs & Protocol							
Subtotal							
B GENERAL MANAGEMENT							
B.1 Executive Direction and Management							
B.2 Internal Audit							
B.3 Legal Service			234.3	7.3	241.6	0.8	
B.4 Policy Coordination and Strategic Planning							
B.5 United Nations System Coordination and Liaison							
B.6 Public Relations and Information							
Subtotal			234.3	7.3	241.6	0.8	
C STRENGTHENING OF INDUSTRIAL CAPACITIES							
C.1 Industrial Investment, Technology and Information			3,970.3	125.5	4,095.8	14.4	
C.2 Industrial Policies and Strategies			1,034.7	28.0	1,062.7	3.7	
C.3 Institutional Capacity-building			2,513.9	84.1	2,598.0	9.1	
C.4 Integrated Agro-Industry Development			1,855.0	47.4	1,902.4	6.7	
C.5 Other Sectoral Capacity-building			224.8	7.4	232.2	0.8	
C.6 Regular Programme of Technical Cooperation							
C.7 Direction and Management							
Subtotal			9,598.7	292.4	9,891.1	34.7	
D CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT							
D.1 Cleaner Production			1,295.6	16.3	1,311.9	4.6	
D.2 Applied Environmental Technologies			714.6	24.0	738.6	2.6	
D.3 International Environmental Agreements			2,425.4	83.2	2,508.6	8.8	
D.4 Regular Programme of Technical Cooperation							
D.5 Direction and Management							
Subtotal			4,435.6	123.5	4,559.1	16.0	
E REGIONAL PROGRAMME MANAGEMENT							
E.1 Africa			2,502.5	7.0	2,509.5	8.8	
E.2 Arab Countries			975.4	(11.2)	964.2	3.4	
E.3 Asia and the Pacific			1,578.9	(7.8)	1,571.1	5.5	
E.4 Europe and NIS							
E.5 Latin America and the Caribbean			1,733.1	3.9	1,737.0	6.1	
E.6 Regular Programme of Technical Cooperation							
E.7 Direction and Management							
Subtotal			6,789.9	(8.1)	6,781.8	23.8	

	1	2	3	4	5	Per cent of total Budget	
Programme	**1996-1997 budget**	**1998-1999 resource growth**	**1998-1999 resources requirements at 1996-1997 rates**	**Recosting**	**1998-1999 resources requirements at 1998-1999 rates**	**1998-1999**	**1996-1997**
F TECHNICAL COOPERATION MANAGEMENT							
F.1 Funds Mobilization, Project Approvals & Programme Monitoring			342.1	13.0	355.1	1.2	
F.2 Quality Assurance and Evaluation			431.2	22.8	454.0	1.6	
F.3 Operational Support			3,217.8	127.3	3,345.1	11.7	
F.4 Direction and Management							
Subtotal			3,991.1	163.1	4,154.2	14.6	
G ADMINISTRATION							
G.1 Personnel Services			323.4	17.1	340.5	1.2	
G.2 Financial Services			1,078.0	57.0	1,135.0	4.0	
G.3 General Services			1,363.1	58.9	1,422.0	5.0	
G.4 Direction and Management							
Subtotal			2,764.5	133.0	2,897.5	10.2	
TOTAL expenditure	28,810.0	(995.9)	27,814.1	711.2	28,525.3	100.0	
Income							
E REGIONAL PROGRAMME MANAGEMENT							
E.1 Africa			222.1	(17.2)	204.9	19.8	
E.2 Arab Countries			45.6	3.2	48.8	4.7	
E.3 Asia and the Pacific			171.7	(20.9)	150.8	14.6	
E.4 Europe and NIS							
E.5 Latin America and the Caribbean			217.9	(17.3)	200.6	19.4	
E.6 Regular Programme of Technical Cooperation							
E.7 Direction and Management							
Subtotal			657.3	(52.2)	605.1	58.5	
G ADMINISTRATION							
G.1 Personnel Services							
G.2 Financial Services							
G.3 General Services							
G.4 Direction and Management							
Subtotal							
Miscellaneous income			430.0		430.0	41.5	
TOTAL income		1,087.3	1,087.3	(52.2)	1,035.1	100.0	
NET GRAND TOTAL	28,810.0	(2,083.2)	26,726.8	763.4	27,490.2		

Annex B

Table 1. Regular budget breakdown by programme and by major object of expenditure 1996-1997 and 1998-1999 at 1996-1997 rates with comparative data for 1996-1997

(In thousands of dollars at an exchange rate of $1=AS 12.90)

Programme		Staff costs		Official travel		Contractual services		General operating expenses		Supplies and materials		Furniture and equipment		EDP non-staff costs		Technical cooperation and IDDA		Other expenditures		Total	
		96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99
Expenditure																					
A	POLICY-MAKING ORGANS																				
A.1	Meetings of Policy-making Organs		58.6				364.5		53.6										4,639.9		5,116.6
A.2	Secretariat of Policy-making Organs & Protocol		1,289.8		27.2				18.0										11.8		1,346.8
Subtotal			1,348.4		27.2		364.5		71.6										4,651.7		6,463.4
B	GENERAL MANAGEMENT																				
B.1	Executive Direction and Management		1,756.6		174.1				14.6						142.8				205.8		2,293.9
B.2	Internal Audit		704.6		20.0				9.7												734.3
B.3	Legal Service		902.4		12.0		4.0		9.7												928.1
B.4	Policy Coordination and Strategic Planning		1,630.5		72.0				26.3										54.6		1,783.4
B.5	United Nations System Coordination and Liaison		732.6		21.0		2.2		295.9		14.3								666.3		1,732.3
B.6	Public Relations and Information		1,367.7		52.1		154.8		24.8		47.3		7.0				278.0		683.9		2,615.6
Subtotal			7,094.4		351.2		161.0		381.0		61.6		7.0		142.8		278.0		1,610.6		10,087.6
C	STRENGTHENING OF INDUSTRIAL CAPACITIES																				
C.1	Industrial Investment, Technology and Information		8,630.8		182.9		30.0		127.0								1,510.6		829.7		11,311.0
C.2	Industrial Policies and Strategies		7,266.6		113.0		104.0		93.3								1,000.0		808.5		9,385.4
C.3	Institutional Capacity-building		6,195.2		55.3				92.9								1,588.7		787.7		8,719.8
C.4	Integrated Agro-Industry Development		3,237.3		117.6				46.5								400.0		28.0		3,829.4
C.5	Other Sectoral Capacity-building		298.4		43.0				3.8												345.2
C.6	Regular Programme of Technical Cooperation																4,036.9				4,036.9
C.7	Direction and Management		1,309.1		112.0				36.4						986.9				658.2		3,102.6
Subtotal			26,937.4		623.8		134.0		399.9						986.9		8,536.2		3,112.1		40,730.3
D	CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT																				
D.1	Cleaner Production		1,272.9		51.1				17.2								85.0		26.0		1,452.2
D.2	Applied Environmental Technologies		2,747.1		110.4				49.1										40.0		2,946.6
D.3	International Environmental Agreements		5,426.0		127.2				98.5										21.0		5,672.7
D.4	Regular Programme of Technical Cooperation																2,527.2				2,527.2
D.5	Direction and Management		755.9		28.0				9.1						275.8				318.8		1,387.6
Subtotal			10,201.9		316.7				173.9						275.8		2,612.2		405.8		13,986.3
E	REGIONAL PROGRAMME MANAGEMENT																				
E.1	Africa		5,114.8		212.0				1,237.6								629.0		345.0		7,538.4
E.2	Arab Countries		1,912.8		82.0				205.8								157.3		128.0		2,485.9
E.3	Asia and the Pacific		2,769.7		116.0				608.3										32.0		3,526.0
E.4	Europe and NIS		1,303.5		32.0				146.2										32.0		1,513.7
E.5	Latin America and the Caribbean		2,369.8		104.0				578.7										32.0		3,084.5
E.6	Regular Programme of Technical Cooperation																936.3				936.3
E.7	Direction and Management		423.5		30.0				16.2						103.8				139.9		713.4
Subtotal			13,894.1		576.0				2,792.8						103.8		1,722.6		708.9		19,798.2
F	TECHNICAL COOPERATION MANAGEMENT																				
F.1	Funds Mobilization, Project Approvals & Programme Monitoring		1,431.9		45.0				24.4										23.5		1,524.8
F.2	Quality Assurance and Evaluation		1,485.1		40.8				29.3										20.0		1,575.2
F.3	Operational Support		3,069.3		12.1				34.1										22.8		3,138.3
F.4	Direction and Management		350.9		24.0				5.2						574.4				132.1		1,086.6
Subtotal			6,337.2		121.9				93.0						574.4				198.4		7,324.9
G	ADMINISTRATION																				
G.1	Personnel Services		3,333.3		43.0		5.0		39.0						37.3				944.7		4,402.3
G.2	Financial Services		4,754.3		14.5				43.8										37.5		4,850.1
G.3	General Services		10,498.9		22.5				11,541.1		663.7		428.7		1,767.1				7,578.0		32,500.0
G.4	Direction and Management		401.7		24.0				9.1										355.8		790.6
Subtotal			18,988.2		104.0		5.0		11,633.0		663.7		428.7		1,804.4				8,916.0		42,543.0
TOTAL expenditure		131,056.4	84,801.6	3,150.7	2,120.8	733.0	664.5	26,637.4	15,545.2	860.0	725.3	1,314.2	435.7	5,567.6	3,888.1	16,833.7	13,149.0	24,093.6	19,603.5	210,246.6	140,933.7

Table 1 (Continued)

Programme	Staff costs		Official travel		Contractual services		General operating expenses		Supplies and materials		Furniture and equipment		EDP non-staff cost		Technical cooperation and IDDA		Other expenditures		Miscellaneous income		Total	
	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99
Income																						
E REGIONAL PROGRAMME MANAGEMENT																						
E.1 Africa		68.5						315.6														384.1
E.2 Arab Countries		68.5						45.4														113.9
E.3 Asia and the Pacific		68.5						140.8														209.3
E.4 Europe and NIS								27.4														27.4
E.5 Latin America and the Caribbean		68.5						155.8														224.3
E.6 Regular Programme of Technical Cooperation																						
E.7 Direction and Management																						
Subtotal		274.0						685.0														959.0
G ADMINISTRATION																						
G.1 Personnel Services																						
G.2 Financial Services																						
G.3 General Services		4,877.8		3.3				8,327.8		97.7		154.6						2.0				13,463.2
G.4 Direction and Management																						
Subtotal		4,877.8		3.3				8,327.8		97.7		154.6						2.0				13,463.2
Miscellaneous Income																				1,505.5		1,505.5
TOTAL income	11,080.6	5,151.8	6.3	3.3			15,866.5	9,012.8	233.2	97.7	539.1	154.6	0.7				15.3	2.0	1,605.4	1,505.5	29,347.1	15,927.7
GRAND TOTAL	119,975.8	79,649.8	3,144.4	2,117.5	733.0	664.5	10,770.9	6,532.4	626.8	527.6	775.1	281.1	5,566.9	3,888.1	16,833.7	13,149.0	24,078.3	19,601.5	(1,605.4)	(1,505.5)	180,899.5	125,006.0

Table 2. Operational budget breakdown by programme and by major object of expenditure
1996-1997 and 1998-1999 at 1996-1997 rates with comparative data for 1996-1997
(In thousands of dollars at an exchange rate of $1=AS 12.90)

Programme	Staff costs		Official travel		Contractual services		General operating expenses		Supplies and materials		Furniture and equipment		EDP non-staff costs		Technical cooperation and IDDA		Other expenditures		Total	
	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99
Expenditure																				
A POLICY-MAKING ORGANS																				
A 1 Meetings of Policy-making Organs																				
A 2 Secretariat of Policy-making Organs & Protocol																				
Subtotal																				
B GENERAL MANAGEMENT																				
B 1 Executive Direction and Management																				
B 2 Internal Audit																				
B 3 Legal Service		226.1						8.2												234.3
B 4 Policy Coordination and Strategic Planning																				
B 5 United Nations System Coordination and Liaison																				
B 6 Public Relations and Information																				
Subtotal		226.1						8.2												234.3
C STRENGTHENING OF INDUSTRIAL CAPACITIES																				
C 1 Industrial Investment, Technology and Information		3,831.6		56.9				81.8												3,970.3
C 2 Industrial Policies and Strategies		1,002.1						32.6												1,034.7
C 3 Institutional Capacity-building		2,424.5		51.0				38.4												2,513.9
C 4 Integrated Agro-Industry Development		1,763.2		49.6				42.2												1,855.0
C 5 Other Sectoral Capacity-building		220.0						4.8												224.8
C 6 Regular Programme of Technical Cooperation																				
C 7 Direction and Management																				
Subtotal		9,241.4		157.5				199.8												9,598.7
D CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT																				
D 1 Cleaner Production		1,240.2		25.4				30.0												1,295.6
D 2 Applied Environmental Technologies		700.8						13.8												714.6
D 3 International Environmental Agreements		2,251.2		125.0				49.2												2,425.4
D 4 Regular Programme of Technical Cooperation																				
D 5 Direction and Management																				
Subtotal		4,192.2		150.4				93.0												4,435.6
E REGIONAL PROGRAMME MANAGEMENT																				
E 1 Africa		1,933.5		48.0				521.0												2,502.5
E 2 Arab Countries		799.8		24.0				151.6												975.4
E 3 Asia and the Pacific		1,199.7		36.0				343.2												1,578.9
E 4 Europe and NIS																				
E 5 Latin America and the Caribbean		1,199.7		36.0				497.4												1,733.1
E 6 Regular Programme of Technical Cooperation																				
E 7 Direction and Management																				
Subtotal		5,132.7		144.0				1,513.2												6,789.9
F TECHNICAL COOPERATION MANAGEMENT																				
F 1 Funds Mobilization, Project Approvals & Programme Monitoring		333.9						8.2												342.1
F 2 Quality Assurance and Evaluation		431.2																		431.2
F 3 Operational Support		3,168.6						49.2												3,217.8
F 4 Direction and Management																				
Subtotal		3,933.7						57.4												3,991.1
G ADMINISTRATION																				
G 1 Personnel Services		323.4																		323.4
G 2 Financial Services		1,078.0																		1,078.0
G 3 General Services		1,338.7						24.4												1,363.1
G 4 Direction and Management																				
Subtotal		2,740.1						24.4												2,764.5
TOTAL expenditure	25,183.7	25,466.2	1,229.5	451.9	31.2		1,006.5	1,896.0	159.0		284.6		915.5						28,810.0	27,814.1

Table 2 (Continued)

Programme	Staff costs		Official travel		Contractual services		General operating expenses		Supplies and materials		Furniture and equipment		EDP non-staff costs		Technical cooperation and IDDA		Other expenditures		Miscellaneous income		Total	
	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99	96-97	98-99
Income																						
E REGIONAL PROGRAMME MANAGEMENT																						
E 1 Africa		68.5						153.6														222.1
E 2 Arab Countries								45.6														45.6
E 3 Asia and the Pacific		68.5						103.2														171.7
E 4 Europe and NIS																						
E 5 Latin America and the Caribbean		68.5						149.4														217.9
E 6 Regular Programme of Technical Cooperation																						
E 7 Direction and Management																						
Subtotal		205.5						451.8														657.3
Miscellaneous Income																				430.0		430.0
TOTAL Income		205.5						451.8												430.0		1,087.3
GRAND TOTAL	25,183.7	25,260.7	1,229.5	451.9	31.2		1,006.5	1,444.2	159.0		284.6		915.5							(430.0)	28,810.0	26,726.8

Annex C

Staffing (two year equivalent) by Major Programme and Programme

Programmes	Professional and above			General service		
	Regular budget	Operational budget	Total	Regular budget	Operational budget	Total
A POLICY-MAKING ORGANS						
A.1 Meetings of Policy-making Organs						
A.2 Secretariat of Policy-making Organs & Protocol	7.4		7.4	7.4		7.4
Subtotal	7.4		7.4	7.4		7.4
B GENERAL MANAGEMENT						
B.1 Executive Direction and Management	6.0		6.0	10.0		10.0
B.2 Internal Audit	4.0		4.0	4.0		4.0
B.3 Legal Service	4.0	2.0	6.0	6.0		6.0
B.4 Policy Coordination and Strategic Planning	8.8		8.8	8.8		8.8
B.5 United Nations System Coordination and Liaison	4.4		4.4	2.4		2.4
B.6 Public Relations and Information	8.2		8.2	8.2		8.2
Subtotal	35.4	2.0	37.4	39.4		39.4
C STRENGTHENING OF INDUSTRIAL CAPACITIES						
C.1 Industrial Investment, Technology and Information	50.0	26.0	76.0	48.0	18.0	66.0
C.2 Industrial Policies and Strategies	42.0	8.0	50.0	36.0	2.0	38.0
C.3 Institutional Capacity-building	44.0	14.0	58.0	16.0	16.0	32.0
C.4 Integrated Agro-Industry Development	20.2	11.0	31.2	15.0	8.2	23.2
C.5 Other Sectoral Capacity-building	1.6	1.2	2.8	1.4	1.6	3.0
C.6 Regular Programme of Technical Cooperation						
C.7 Direction and Management	4.8		4.8	9.2		9.2
Subtotal	162.6	60.2	222.8	125.6	45.8	171.4
D CLEANER AND SUSTAINABLE INDUSTRIAL DEVELOPMENT						
D.1 Cleaner Production	9.0	7.4	16.4	4.4	5.0	9.4
D.2 Applied Environmental Technologies	19.2	3.6	22.8	9.4	5.0	14.4
D.3 International Environmental Agreements	38.0	12.8	50.8	17.8	16.2	34.0
D.4 Regular Programme of Technical Cooperation						
D.5 Direction and Management	3.2		3.2	4.8		4.8
Subtotal	69.4	23.8	93.2	36.4	26.2	62.6

Programmes	Professional and above			General service		
	Regular budget	Operational budget	Total	Regular budget	Operational budget	Total
E REGIONAL PROGRAMME MANAGEMENT						
E.1 Africa	30.0	10.0	40.0	38.0	18.0	56.0
E.2 Arab Countries	12.0	4.0	16.0	12.0	8.0	20.0
E.3 Asia and the Pacific	16.0	6.0	22.0	20.0	12.0	32.0
E.4 Europe and NIS	8.0		8.0	8.0		8.0
E.5 Latin America and the Caribbean	14.0	6.0	20.0	16.0	12.0	28.0
E.6 Regular Programme of Technical Cooperation						
E.7 Direction and Management	2.0		2.0	2.0		2.0
Subtotal	82.0	26.0	108.0	96.0	50.0	146.0
F TECHNICAL COOPERATION MANAGEMENT						
F.1 Funds Mobilization, Project Approvals & Programme Monitoring	8.0	2.0	10.0	8.0	2.0	10.0
F.2 Quality Assurance and Evaluation	12.0		12.0		8.0	8.0
F.3 Operational Support	12.0	12.0	24.0	32.0	34.0	66.0
F.4 Direction and Management	1.6		1.6	1.6		1.6
Subtotal	33.6	14.0	47.6	41.6	44.0	85.6
G ADMINISTRATION						
G.1 Personnel Services	16.0		16.0	22.0	6.0	28.0
G.2 Financial Services	18.0		18.0	47.0	20.0	67.0
G.3 General Services	21.0	6.0	27.0	146.0	14.0	160.0
G.4 Direction and Management	1.6		1.6	3.6		3.6
Subtotal	56.6	6.0	62.6	218.6	40.0	258.6
UNIDO TOTAL	447.0	132.0	579.0	565.0	206.0	771.0

Annex D

Contribution to Joint and Common Services, and United Nations jointly financed bodies

(In thousands of dollars at US$ 1 = AS 12.90, at 1998-1999 costs)

Service	Managing organization	UNIDO share	Programme
1. Common Services at the VIC			
Buildings Management	UNIDO *	7,526.3	G.3
Security and Safety	UNOV	2,263.5	G.3
Interpretation	UNOV	501.0	A.1, G.4
Library	IAEA	1,597.9	Various
Medical	IAEA	776.0	G.1
Printing	IAEA	999.4	Various
2. Joint UN/UNIDO Services at the VIC			
Communications	UNOV	1,094.9	G.3
Language training	UNOV	132.2	G.1
Languages and Documentation	UNOV	7,650.4	Various
Meetings Planning and Services	UNOV	359.9	A.1, G.4
3. UN jointly financed bodies			
(a) ISCC, CCAQ, CCSQ, ICSC, JIU, UNJSPF, Administrative Tribunal	UN ILO	686.4	B.5
(b) UN Information Centre	UN	6.8	B.6
TOTAL		**23,594.7**	

* 1998

Annex E

Analysis of "other expenditures" by Major Programme and object of expenditure in 1998-1999

(In thousands of dollars at US$ 1 = AS 12.90, at 1998-1999 costs)

Object of Expenditure	Major Programme							
	A (1)	B (2)	C (3)	D (4)	E (5)	F (6)	G (7)	Total (8)
UNIDO's contribution to joint and common services								
Printing	257.0	224.9	382.1	27.4	38.0	26.5	43.5	999.4
Medical							776.0	776.0
Library		140.7	647.8	295.9	109.9	139.2	264.4	1,597.9
Conference technicians a/							42.0	42.0
Language Training							132.2	132.2
Meetings Planning and Services	256.4						103.5	359.9
Interpretation	420.5						80.5	501.0
Security and Safety Services							2,263.5	2,263.5
Communications							1,094.9	1,094.9
Buildings Management a/							3,850.6	3,850.6
UN jointly financed bodies and other		693.2						693.2
Language and Documentation	3,892.1	640.2	2,217.2	102.6	586.6	43.2	168.5	7,650.4
Major Repair Fund							650.0	650.0
Total	**4,826.0**	**1,699.0**	**3,247.1**	**425.9**	**734.5**	**208.9**	**9,469.6**	**20,611.0**

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a/ Refers to the second year of the biennium only. Responsibilities for managing Buildings Management together with the conference technicians may be transferred to another organization in the VIC with effect from 1 January 1999.

Annex F

Assessed contributions to the regular budget, 1996-1997 and 1998-1999

Member States	1996			1997			1998/1999			1996-1997	1998-1999
	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Total dollar equivalent b/	Total dollar equivalent c/
Afghanistan	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Albania	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Algeria	0.2224	20,865	1,973,808	0.22	20,640	1,952,507	0.23	53,718	3,150,515	345,870	297,944
Angola	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Argentina	0.6671	62,585	5,920,535	0.67	62,857	5,946,273	0.68	158,817	9,314,566	1,045,350	880,877
Armenia	0.0764	7,168	678,053	0.07	6,567	621,252	0.07	16,349	958,852	114,456	90,678
Australia	2.0570	192,980	18,255,945	2.06	193,262	18,282,570		0	0	3,218,685	0
Austria	1.2022	112,786	10,669,566	1.21	113,518	10,738,791	1.23	287,273	16,848,406	1,885,867	1,593,351
Azerbaijan	0.1633	15,320	1,449,293	0.15	14,072	1,331,255	0.16	37,369	2,191,663	244,939	207,265
Bahamas	0.0278	2,608	246,726	0.03	2,814	266,251	0.03	7,007	410,937	45,188	38,862
Bahrain	0.0278	2,608	246,726	0.03	2,814	266,251	0.03	7,007	410,937	45,188	38,862
Bangladesh	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Barbados	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Belarus	0.4065	38,136	3,607,701	0.39	36,588	3,461,263	0.40	93,422	5,479,156	622,707	518,163
Belgium	1.4003	131,371	12,427,710	1.40	131,343	12,425,048	1.43	333,984	19,587,984	2,189,285	1,852,432
Belize	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Benin	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Bhutan	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Bolivia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Bosnia and Herzegovina	0.0174	1,632	154,426	0.01	938	88,750	0.01	2,336	136,979	21,421	12,954
Botswana	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Brazil	2.2516	211,237	19,983,027	2.25	211,087	19,968,827	2.29	534,841	31,368,170	3,519,367	2,966,482
Bulgaria	0.1147	10,761	1,017,966	0.11	10,320	976,254	0.11	25,691	1,506,768	175,671	142,495
Burkina Faso	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Burundi	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Cambodia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Cameroon	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Cape Verde	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Central African Republic	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954

Member States	1996			1997			1998/1999			1996-1997	1998-1999
	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Total dollar equivalent b/	Total dollar equivalent c/
Chad	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Chile	0.1112	10,432	986,904	0.11	10,320	976,254	0.11	25,691	1,506,768	172,935	142,495
China	1.0216	95,843	9,066,735	1.03	96,631	9,141,285	1.05	245,233	14,382,785	1,603,948	1,360,177
Colombia	0.1390	13,040	1,233,630	0.14	13,134	1,242,505	0.14	32,698	1,917,705	218,123	181,357
Comoros	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Congo	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Costa Rica	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Côte d'Ivoire	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Croatia	0.1251	11,736	1,110,267	0.13	12,196	1,153,754	0.13	30,362	1,780,726	199,438	168,403
Cuba	0.0730	6,849	647,877	0.07	6,567	621,252	0.07	16,349	958,852	111,798	90,678
Cyprus	0.0417	3,912	370,089	0.04	3,753	355,001	0.04	9,342	547,916	63,873	51,816
Czech Republic	0.3614	33,905	3,207,437	0.35	32,836	3,106,262	0.35	81,744	4,794,262	556,175	453,392
Democratic People's Republic of Korea	0.0695	6,520	616,815	0.07	6,567	621,252	0.07	16,349	958,852	109,062	90,678
Democratic Republic of the Congo	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Denmark	0.9972	93,554	8,850,184	1.00	93,816	8,875,034	1.02	238,226	13,971,849	1,561,418	1,321,315
Djibouti	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Dominica	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Dominican Republic	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Ecuador	0.0278	2,608	246,726	0.03	2,814	266,251	0.03	7,007	410,937	45,188	38,862
Egypt	0.0973	9,128	863,541	0.11	10,320	976,254	0.11	25,691	1,506,768	162,068	142,495
El Salvador	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Equatorial Guinea	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Eritrea	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Ethiopia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Fiji	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Finland	0.8582	80,513	7,616,554	0.86	80,682	7,632,529	0.88	205,528	12,054,144	1,343,295	1,139,958
France	8.9056	835,492	79,037,503	8.92	836,843	79,165,303	9.09	2,123,015	124,513,828	13,926,118	11,775,250
Gabon	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Gambia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Georgia	0.1633	15,320	1,449,293	0.15	14,072	1,331,255	0.16	37,369	2,191,663	244,939	207,265
Germany	12.5680	1,179,085	111,541,427	12.59	1,181,149	111,736,678	12.82	2,994,175	175,606,961	19,668,614	16,607,118

Member States	1996			1997			1998/1999			1996-1997	1998-1999
	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Total dollar equivalent b/	Total dollar equivalent c/
Ghana	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Greece	0.5282	49,554	4,687,793	0.53	49,723	4,703,768	0.54	126,120	7,396,861	827,305	699,520
Grenada	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Guatemala	0.0278	2,608	246,726	0.03	2,814	266,251	0.03	7,007	410,937	45,188	38,862
Guinea	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Guinea-Bissau	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Guyana	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Haiti	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Honduras	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Hungary	0.1946	18,257	1,727,082	0.19	17,825	1,686,256	0.20	46,711	2,739,578	300,682	259,081
India	0.4309	40,425	3,824,252	0.43	40,341	3,816,265	0.44	102,764	6,027,072	673,055	569,979
Indonesia	0.1946	18,257	1,727,082	0.19	17,825	1,686,256	0.20	46,711	2,739,578	300,682	259,081
Iran (Islamic Republic of)	0.6498	60,962	5,766,997	0.63	59,104	5,591,271	0.64	149,475	8,766,650	1,000,552	829,060
Iraq	0.1946	18,257	1,727,082	0.19	17,825	1,686,256	0.20	46,711	2,739,578	300,682	259,081
Ireland	0.2919	27,385	2,590,622	0.29	27,207	2,573,760	0.30	70,067	4,109,367	454,931	388,622
Israel	0.3718	34,881	3,299,738	0.38	35,650	3,372,513	0.38	88,751	5,205,199	587,760	492,255
Italy	7.2239	677,720	64,112,358	7.30	684,860	64,787,748	7.43	1,735,314	101,775,329	11,354,837	9,624,874
Jamaica	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Japan	21.4528	2,012,625	190,394,330	21.75	2,040,507	193,031,990	22.15	5,173,243	303,408,283	33,776,103	28,693,265
Jordan	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Kazakhstan		0	0		0	0	0.27	63,060	3,698,431		349,760
Kenya	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Kuwait	0.2641	24,777	2,343,896	0.26	24,392	2,307,509	0.27	63,060	3,698,431	409,743	349,760
Kyrgyzstan	0.0452	4,241	401,152	0.04	3,753	355,001	0.04	9,342	547,916	66,610	51,816
Lao People's Democratic Republic	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Lebanon	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Lesotho	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Liberia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Libyan Arab Jamahiriya	0.2814	26,400	2,497,435	0.28	26,269	2,485,010	0.28	65,395	3,835,409	438,905	362,714
Lithuania	0.1181	11,080	1,048,142	0.11	10,320	976,254	0.11	25,691	1,506,768	178,329	142,495
Luxembourg	0.0973	9,128	863,541	0.10	9,382	887,503	0.10	23,356	1,369,789	154,250	129,541
Madagascar	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954

Member States	1996			1997			1998/1999			1996-1997	1998-1999
	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Total dollar equivalent b/	Total dollar equivalent c/
Malawi	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Malaysia	0.1946	18,257	1,727,082	0.19	17,825	1,686,256	0.20	46,711	2,739,578	300,682	259,081
Maldives	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Mali	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Malta	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Mauritania	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Mauritius	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Mexico	1.0945	102,682	9,713,725	1.10	103,198	9,762,537	1.12	261,582	15,341,638	1,715,668	1,450,856
Mongolia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Morocco	0.0417	3,912	370,089	0.04	3,753	355,001	0.04	9,342	547,916	63,873	51,816
Mozambique	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Myanmar	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Namibia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Nepal	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Netherlands	2.2064	206,997	19,581,875	2.21	207,334	19,613,825	2.25	525,499	30,820,254	3,452,757	2,914,666
New Zealand	0.3336	31,297	2,960,711	0.33	30,959	2,928,761	0.34	79,409	4,657,283	518,805	440,438
Nicaragua	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Niger	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Nigeria	0.1598	14,992	1,418,230	0.15	14,072	1,331,255	0.16	37,369	2,191,663	242,203	207,265
Norway	0.7783	73,017	6,907,439	0.78	73,177	6,922,527	0.79	184,508	10,821,334	1,218,284	1,023,372
Oman	0.0556	5,216	493,452	0.06	5,629	532,502	0.06	14,013	821,873	90,376	77,724
Pakistan	0.0834	7,824	740,178	0.08	7,505	710,003	0.08	18,684	1,095,831	127,747	103,633
Panama	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Papua New Guinea	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Paraguay	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Peru	0.0834	7,824	740,178	0.08	7,505	710,003	0.08	18,684	1,095,831	127,747	103,633
Philippines	0.0834	7,824	740,178	0.08	7,505	710,003	0.08	18,684	1,095,831	127,747	103,633
Poland	0.4691	44,009	4,163,278	0.46	43,156	4,082,516	0.47	109,771	6,438,009	726,374	608,841
Portugal	0.3822	35,857	3,392,038	0.39	36,588	3,461,263	0.40	93,422	5,479,156	603,709	518,163
Qatar	0.0556	5,216	493,452	0.06	5,629	532,502	0.06	14,013	821,873	90,376	77,724
Republic of Korea	1.1362	106,594	10,083,814	1.14	106,951	10,117,539	1.16	270,924	15,889,553	1,779,541	1,502,672
Republic of Moldova	0.1181	11,080	1,048,142	0.11	10,320	976,254	0.11	25,691	1,506,768	178,329	142,495
Romania	0.2085	19,561	1,850,445	0.21	19,701	1,863,757	0.21	49,047	2,876,557	327,185	272,035

Member States	1996			1997			1998/1999			1996-1997	1998-1999
	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Total dollar equivalent b/	Total dollar equivalent c/
Russian Federation	6.1850	580,255	54,892,085	5.93	556,331	52,628,952	6.04	1,410,672	82,735,261	9,471,550	7,824,258
Rwanda	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Saint Kitts and Nevis	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Saint Lucia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Saint Vincent and the Grenadines	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Sao Tome and Principe	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Saudi Arabia	1.0007	93,882	8,881,247	0.99	92,878	8,786,284	1.00	233,555	13,697,891	1,556,336	1,295,407
Senegal	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Seychelles	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Sierra Leone	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Slovakia	0.1146	10,751	1,017,079	0.11	10,320	976,254	0.11	25,691	1,506,768	175,593	142,495
Slovenia	0.0973	9,128	863,541	0.10	9,382	887,503	0.10	23,356	1,369,789	154,250	129,541
Somalia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Spain	3.2836	308,056	29,142,062	3.31	310,532	29,376,363	3.37	787,080	46,161,892	5,154,900	4,365,522
Sri Lanka	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Sudan	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Suriname	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Swaziland	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Sweden	1.7061	160,060	15,141,696	1.71	160,426	15,176,308	1.74	406,386	23,834,330	2,670,719	2,254,008
Switzerland	1.6817	157,771	14,925,145	1.68	157,612	14,910,057	1.71	399,379	23,423,393	2,628,189	2,215,146
Syrian Arab Republic	0.0695	6,520	616,815	0.07	6,567	621,252	0.08	18,684	1,095,831	109,062	103,633
Tajikistan	0.0278	2,608	246,726	0.03	2,814	266,251	0.03	7,007	410,937	45,188	38,862
Thailand	0.1807	16,953	1,603,719	0.18	16,887	1,597,506	0.18	42,040	2,465,620	281,997	233,173
The former Yugoslav Republic of Macedonia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Togo	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Tonga	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Trinidad and Tobago	0.0452	4,241	401,152	0.04	3,753	355,001	0.04	9,342	547,916	66,610	51,816
Tunisia	0.0417	3,912	370,089	0.04	3,753	355,001	0.04	9,342	547,916	63,873	51,816
Turkey	0.5212	48,897	4,625,668	0.53	49,723	4,703,768	0.54	126,120	7,396,861	821,832	699,520
Turkmenistan	0.0452	4,241	401,152	0.04	3,753	355,001	0.04	9,342	547,916	66,610	51,816

Member States	1996			1997			1998/1999			1996-1997	1998-1999
	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Scale % a/	Dollar assessment	Schilling assessment	Total dollar equivalent b/	Total dollar equivalent c/
Uganda	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Ukraine	1.5844	148,643	14,061,604	1.52	142,601	13,490,052	1.54	359,675	21,094,752	2,427,031	1,994,927
United Arab Emirates	0.2641	24,777	2,343,896	0.26	24,392	2,307,509	0.27	63,060	3,698,431	409,743	349,760
United Kingdom	7.3872	693,041	65,561,651	7.39	693,303	65,586,501	7.53	1,758,669	103,145,118	11,552,868	9,754,415
United Republic of Tanzania	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Uruguay	0.0556	5,216	493,452	0.06	5,629	532,502	0.06	14,013	821,873	90,376	77,724
Uzbekistan	0.1911	17,928	1,696,019	0.18	16,887	1,597,506	0.18	42,040	2,465,620	290,127	233,173
Vanuatu	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Venezuela	0.4691	44,009	4,163,278	0.46	43,156	4,082,516	0.47	109,771	6,438,009	726,374	608,841
Viet Nam	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Yemen	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Yugoslavia d/	0.1424	13,359	1,263,805	0.14	13,134	1,242,505	0.14	32,698	1,917,705	220,781	181,357
Zambia	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Zimbabwe	0.0100	938	88,750	0.01	938	88,750	0.01	2,336	136,979	15,636	12,954
Subtotal	100.00	9,381,643	887,503,401	100.00	9,381,643	887,503,401	100.00	23,355,500	1,369,789,086	156,360,712	129,540,700
United States of America	0.00	2,944,650	278,564,374								
Total	100.00	12,326,293	1,166,067,775	100.00	9,381,643	887,503,401	100.00	23,355,500	1,369,789,086	156,360,712	129,540,700

Notes: a/ Based on General Assembly Resolution 49/19 B as contained in General Assembly document A/49/673/Add. 1 - Adjusted to UNIDO membership. (IDB.18/13 and PBC.13/12)

b/ Rate of exchange AS12.90 = US$1.00 - US$ 12% AS 88%

c/ Rate of exchange AS12.90 = US$1.00 - US$ 18% AS 82%

d/ In accordance with General Conference resolution GC/S.1/Res.1, the Federal Republic of Yugoslavia (Serbia and Montenegro) cannot automatically continue the membership of the former Socialist Federal Republic of Yugoslavia in UNIDO. Subject to any amendment to the United Nations scale of assessments approved by the General Assembly, this rate will apply to the Federal Republic of Yugoslavia (Serbia and Montenegro) should it apply for membership in UNIDO and be accepted.